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**USAID/COLOMBIA FUNDED
CONSERVATION LANDSCAPES
PROGRAM
COOPERATIVE AGREEMENT
AID-514-A-09-004**



Workshop in Gorgona - Photo NPU



Utría communities, Photo Benjamín Castaño, consejo Los Riscales

**Second and Third Quarterly Reports
(October 1-December 31, 2009 and
January 1 – March 31, 2010)
May 2010**

This report was produced by *Patrimonio Natural – Fondo para la Biodiversidad y Áreas Protegidas*, for review by the United States Agency for International Development



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Prepared for the United States Agency for International Development, USAID –
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ACRONYMS

ARD	Associates in Rural Development, Inc.
CA	Cooperative Agreement
CAR	Regional Environmental Authority
CC	Community Council
CDB	Convention on Biological Diversity
CIPAV	Sustainable Agricultural Production Systems Research Center
CLP	Conservation Landscapes Program
COP	Chief Of Party
CTC	Technical Consulting Committee
FPN	Patrimonio Natural - Fondo para la Biodiversidad y las Áreas Protegidas
GHF	Global Heritage Fund
ICANH	Instituto Colombiano de Antropología e Historia
MAVDT	Ministerio de Ambiente, Vivienda y Desarrollo Territorial
MoU	Memorandum of Understanding
NGO	Non Governmental Organization
PA – SINAP	SINAP Action Plan
PAU	Project Advisory Unit
PIU	Project Implementation Unit
PMP	Performance Monitoring Plan
NNP	National Natural Park
NPU	National Parks Unit
NPS	National Park Service (U.S.)
POA	Annual Operative Plan
PMP	Performance Monitoring Plan
REM	Special Management Regime
RFA	Request for Appraisal
RFFRA	Request for Final Revised Application
RESNATUR	Colombian Association of Civil Society Reserves
SIAC	Colombian Environmental Information System
SIDAP	Departmental Protected Areas System
SILAP	Local Protected Areas System
SINA	National Environmental System
SINAP	Sistema Nacional de Areas Protegidas
SIRAP	Sistema Regional de Areas Protegidas
SNSM	Sierra Nevada de Santa Marta
SNNP	National Natural Parks System
ToR	Terms of Reference
UAESPNN	Unidad Administrativa Especial del Sistema de Parques Nacionales Naturales
USFS	United States Forest Service
USG	United States Government
WB	World Bank



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1. INTRODUCTION

In the previous report, the Conservation Landscapes Program (CLP) funded by USAID was mentioned as a significant contribution to the conservation of biodiversity in Colombia, integrated with legal economic opportunities and strengthening of governance in rural areas. This integrated approach is one of its main advantages by addressing main threats within a context of poverty and low capability by state agencies and other stakeholders to implement sustainable development activities.

It was also explained that FPN as an executing agency is willing to prepare and strengthen its institutional areas in order to manage projects that support and enhance its mission for the long-term financial sustainability of the SINAP. Although recently created (2005), FPN has a good record as an administrative and technical support for this national system of protected areas.

While this experience has been useful and highly rated, a process of institutional strengthening continued during this period with the help of ARD Inc., as PIU of the CLP, to enable a transition of this responsibility from ARD to FPN. It is in this context that the activities for the last quarter of the year were designed and executed. Thus, many adjustments and new arrangements were in course during this period, such as hiring some of the persons that will, as a team, effectively incorporate responsibilities, with the training and advice from the present PIU. This transitional period, which is expected to finish by May 2010, means that two parallel sets of activities will be implemented, one related to the main CLP actions, while the other targets mainly the strengthening of institutional capacity of FPN in the context of the Program.

Another important issue in this period was the final adjustment of procedures and manuals to be implemented by the Program, while its official launching signaled the beginning of implementation both for the NPU and the local operators and stakeholders in the regions encompassed in the clusters. The CLP has been a long-awaited Program for the NPU, as well as for many institutions and local communities; as such the announcement of its starting point was welcome by many; nonetheless, the institutional changes taking place at the end of the year at the NPU, and the unfamiliarity with some aspects of the Program and its procedures has implied a slow learning period and delay in the beginning of the activities.

The PIU team at FPN has been strengthened both in officials hired and in its training with support of the PAU at ARD. This assistance was designed to sustain several issues, such as the implementation of rules and regulations through training, developing and implementing administrative manuals and their application for approval of activities according to USAID procedures, to improve technical capabilities, especially those regarding environmental regulations and enforcement systems, advance FPN financial sustainability, provide advice on communications and outreach strategies, and train FPN team on security issues.



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Many of the above activities were accomplished, while others have advanced at a slower rate. In the third quarterly report section some of the reasons for this will be analyzed and appropriate actions derived from them.

The NPU and FPN have a commitment to advance substantially in the following period, and continued effort will be applied both on the tasks planned by the NPU and those granted for the surrounding area of the Parks in the selected clusters. Local operators have begun sending proposals for evaluation, which allows for better results for the April-June 2010 quarter.

The following sections of this report focus mainly on the processes, actions taken and results obtained in the last quarter of the year 2009 and the first quarter of 2010. Both reports include the following sections, separately considered: meaningful accomplishments in the first section; challenges and constraints encountered so far, as well as expected crucial activities for the next quarter. A description of actions implemented by the Program is included in the fourth section, while the fifth contains lessons learned. In section 6 we list the planned activities for the next quarter.



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2. SIGNIFICANT ACHIEVEMENTS DURING THIS REPORTING PERIOD

2.1 Launching of the Program

The preparation for the launching of the program was undertaken in September and October. This event took place in Santa Marta, with the attendance of the main officials participating in the Program, as well as other regional stakeholders and special guests. The communications officers in ARD, the NPU and FPN made a substantial effort towards the design and manufacture of high quality materials for this occasion.

2.2 First Congress of Protected Areas

During three days (27-29 October 2009) the first National Congress of Protected Areas in Colombia was held in the Gonzalo Jiménez de Quesada Convention Center in Bogotá. A unique opportunity to meet more than a thousand participants involved in conservation activities, within the NPU, but also encompassing the regional systems with the CARs, NGOs and other civil society initiatives. Several symposia, special meetings and workshops were held, following the presentation of keynote speakers and main government officials. A stand was organized with photographs and other information prepared for the occasion, where brochures and other data on the CLP were distributed.

2.3 Annual Program Statement for the Amazon Piedmont Cluster

The first annual program statement (APS) for the CLP was published in November, for the Amazon Piedmont Cluster, where the Alto Fragua IndiWasi Park is located and identified as a priority protected area. A meeting was held in the city of Florencia, Caquetá, for potential local operators for this APS, in order to deliver information and answer any questions they could have about the preparation of proposals, the schedule and procedures. Several NGOs, as well as some indigenous organizations participated in this official presentation. One of these NGOs, Fundación Esawá, had previously been selected for a Fast Track procedure, and a proposal was received in November. Another proposal for the APS was received in December; three NGOs joined to prepare a single document, bringing together their experience and areas of interest. Notes are being prepared for the final adjustment of both proposals.

2.4 Transition period in the Coordination

A transition period began in November, in order to transfer responsibility formerly in ARD, to FPN concerning the coordination of the Program. The main activities in which the new officers were engaged involved the study of the Program's work plan and related documents; the review of drafts and delivery of the operations and grants manuals; and finally to provide the technical support and consultation process with NPU for the validation of the various drafts of the Performance Monitoring Plan. While for the manuals and the PMP's first phase of design ARD was mainly concerned, it was also thoroughly examined by technical and administrative officers in FPN. Several meetings were held with



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ARD in order to receive other information related to the composition of the work plan in the preceding months and to review additional aspects related to the PMP which touched upon USAID’s Biodiversity Earmark.

2.5 Strengthening links with the NPU

Another of the main aspects covered in the last quarter was to establish contact with the relevant officers in the NPU, through technical meetings related to the general outline of the Program and to the definition of detailed activities to be included as indicators for monitoring and evaluation. This process allowed the Program’s coordination team to have the necessary grounding and perception on the Program’s objectives directly from many of the NPU officials which will carry out the activities. It also helped to clarify the roles and responsibilities, as well as the extent of commitment so as to ensure the safeguards for a fruitful execution and reporting.

The learning process thus engaged has overall been satisfactory, while some unforeseen delays in the PMP design and approval are underway with a better grounding. This gives the Program a firm start regarding targets and indicators, while it underscores taking the necessary provisions for an articulated execution with the NPU.

3. CHALLENGES AND CONSTRAINTS

3.1 Major constraints faced during this period

Transition is a defining word for this period, both for the operative structure being arranged in FPN and as a description of the important changes taking place in the personnel in charge of technical areas at the NPU. This situation, in relation to the launching of the program and the expectation it arises in the cluster areas and the NPU has been less than ideal as a context. The learning curve that had so far attained a certain level within the NPU may have lost its momentum, as certain themes are being adopted by newly arrived professionals. For the Coordination, in order to lessen the impact on the CLP, this has meant renewing or establishing new links and reviewing the Program and workplan with them so that NPU personnel involved fully understands and endorses certain responsibilities derived from the Program execution.

An important part of the work plan is that dedicated to the Sierra Nevada de Santa Marta cluster. Notwithstanding this importance, work to be done on the preliminary document proceeded slowly due to lack of time in the part of the CLP coordinator and the necessary comprehension of the difficulties involved in the communication with the four different ethnic groups. In December the indigenous authorities were already busy with other meetings and they suggested renewing talks in January. Meanwhile, the Sierra Nevada Park administrator had circulated a preliminary matrix of activities based on the work plan within the indigenous authorities but had received no feedback from them.



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An important member of the coordination team is the liaison officer, which was selected in December by a joint team of the NPU and the CLP coordination. This officer will begin activities in January or February, as she asked for some time to deliver products due for her current job.

Work on the operation manuals for the CLP proceeded during this quarter, and a final version was delivered to the NPU in mid-December. It was then sent to all the Park administrators and to the main areas in the Bogotá office.

Some challenges were met while designing the PMP document and setting the targets for the program, as related to the new indicators built in the process. The development of the PMP proceeded on two phases: in the first one, in charge of a consultancy under the direction of ARD, Inc, and in close collaboration with the professional in charge of monitoring in FPN, the initial indicators and goals included in the RFA 514-09-000001 were revised and extensively discussed. In the second phase, the CLP Monitoring Professional has been responsible of defining the final version of indicators and PMP, incorporating the USAID specialist and the AOTR recommendations in a version that will be delivered in January 2010. The main challenges faced in the definition of the Program Monitoring Plan was to define indicators and targets that can be implemented at low costs, and faithfully reflect the results and advances towards the set goals during the two years of in-field Program implementation. The targets were difficult to set because the base lines are not clear; in the cross-cutting lines, the monitoring tools are quite recent in their design and implementation, and status reports exercises have not been done before.

Additionally, during the validation process for the PMP, the monitoring specialist was frequently confronted by a weak understanding about the Program by the NPU officials in many thematic areas. On the other hand, the Park Managers had a more precise knowledge of activities designed, but not about the verification process which should be derived to ascertain advance and completion of such actions. There was a substantial effort and time expenditure on the part of the coordinator and monitoring specialist at FPN to examine all implications of an activity in the monitoring and evaluation process to be fulfilled.

The time lags and internal coordination in the NPU may not be ideal in some respects; nonetheless, the CLP team undertook this task in an optimistic way, understanding that the new documents, procedures and plans have to be grasped clearly by all persons responsible, and this may mean extra hours explaining these topics, that once embraced will also deliver better products.

3.2 Challenges expected for the next quarter

The next quarter will have the following challenges in this phase of operation of the CLP:

1. Complete the training workshops for USAID's environmental procedures and security issues.
2. As ToRs are designed, reviewed and authorized by USAID for the planned activities, continue the follow-up and capacity building regarding procedures for the



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NPU officials, for each technical area related to the cross-cutting matrix in the work plan.

3. Strengthen links with the regional NPU office and the Park Managers in each cluster to align procedures, continue the capacity building and prompt the initiation of activities in component 2 and other actions related to the NPU.
4. Continue to work on the terms and final statements for local operators in the remaining clusters and select the best available local operators according to the statements issued, the proposals received and expected results.
5. Make the final adjustments and begin implementation of the APS and Fast Track in Alto Fragua.
6. Make the final adjustments to the PMP with the corresponding verification of targets, indicators and their related data acquisition and responsible officers in the NPU and local operators.
7. Adjust the Program's budget to include PMP implementation expenses that had not been contemplated before.
8. Deliver the PMP for USAID review, warrants and incorporation in the work plan.
9. Complete the FPN team with the technical and management officials as designed for the implementation unit.
10. Strengthen operation by the PIU in FPN with the help of the PAU, through a formal agreement with ARD, Inc. This concerns specially the communications aspects such as the web page and related subjects.
11. Continue the institutional strengthening of FPN in the terms included in the agreement.
12. Establish the terms of cooperation between NPU, FPN and the USFS and NPS based on the main themes identified with these institutions.



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4. DETAILED PROGRAM ACTIVITIES DURING REPORTING PERIOD (Second Quarter)

4.1 National launching of the Program

The national launching of the Program was made the 20th of October in Tayrona National Park near the city of Santa Marta. Participants included the American Ambassador, the vice-minister of the Environment, the NPU Director, USAID's newly appointed Director and main officials, the PIU COP, the representative of the regional indigenous authorities, the Director of Acción Social, and FPN Director. These main guests addressed the audience with brief messages on the importance of the Program for the protection of nature and its benefit for rural populations. Special guests included the main officials of the NPU with a direct responsibility in the selected clusters, representatives of regional indigenous and peasant communities and members of the press. A brochure, banners and a 5 minute audiovisual were prepared and presented as communication materials by NPU and FPN officers.

4.3 Adjustments to the Work Plan

Activities of Component 2 were reviewed with the NPU as part of the validation of indicators and targets to be included in the PMP. During this process, some activities were identified as already carried out by NPU or not feasible from a financial or institutional perspective. This aspect will be examined with the AOTR with a formal request when a schedule for revision is fit.

The regional workshop in the Sierra Nevada de Santa Marta took place in October. From this input a preliminary work plan was designed and adjusted, in which five areas were selected for a multi-ethnic approach comprising all four different indigenous groups inhabiting this region, as well as some peasant communities. One of the selected areas called La Lengüeta pertains to NPU's actions, although these are implemented with local populations according to the Program's components. In the Flamencos and Tayrona Parks, included in the Sierra Nevada cluster, some activities related to restoration and ecotourism will be developed. The work plan will be delivered for AOTR approval in the first quarter, when this revision by the NPU is due, and also the above mentioned difficulties with the local communities are overcome.

4.4 Operative structure

At the last meeting of the technical committee with the NPU, there was a redefinition of the roles and responsibilities at NPU according to the changes expected in the technical professionals in charge of thematic areas for the first quarter 2010, the functions of the liaison officer, and those of the Committees. It was decided that the basic operative meetings will take place between the Coordinator in FPN and the liaison officer in NPU for a monthly follow-up. The Operative Committee will meet every quarter, at the beginning of April, July and October, for disbursements, quarterly plans and reports. The CTC will meet



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every six months, in mid-July and December, for the Annual Operation Plan or as needed for the granting of examined proposals. A meeting between USAID, ARD Inc. and FPN concluded that the PIU based in ARD Inc., will change to a Program Advisory Unit, effective upon subscription of agreements. Activities will be modified according to this new role.



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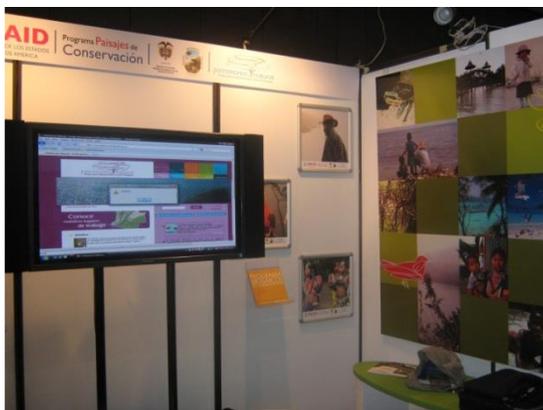
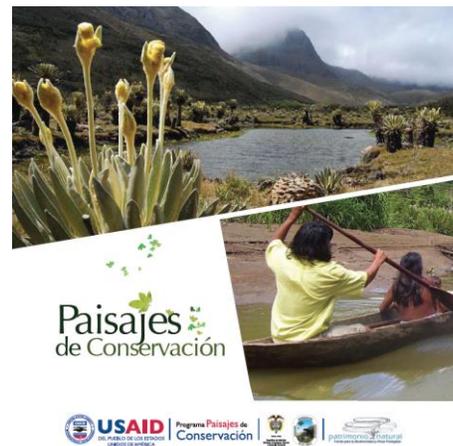
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4. 5 Communications strategy

During this period the NPU and FPN communications offices worked along with ARD Inc. in the preparation for the launching of the Program in Santa Marta. Special guests for this event were the American Ambassador William Brownfield, as well as the main USAID and Colombian government officials.



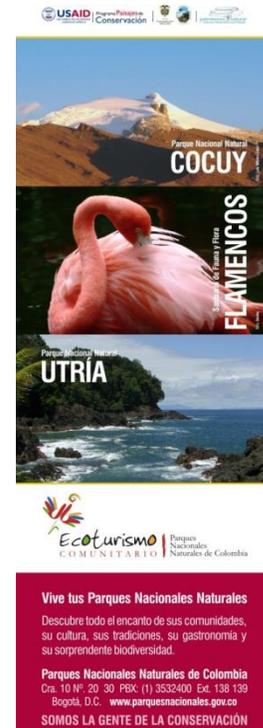
A kit was designed for an official presentation of the Program, including a brochure and 10 banners.



The CLP participated with a stand in the I National Protected Areas Congress that took place in the Gonzalo Jiménez de Quesada Convention Center in Bogotá, on October 27-29 2009. During this venue participants were given information about the Program.



In order to support ecotourism activities, and mainly those communities that provide ecotourism services related to some of the Parks included in the CLP, some educational and outreach materials were published. The Journal “Viajes y Aventura” included a section on the National Natural Parks, promoting those where ecotourism is relevant. The Communications Unit in the NPU worked with FPN to mention seven parks in the CLP clusters, such as Cueva de los Guácharos, Sierra Nevada de Santa Marta, Sierra Nevada del Cocuy, Tayrona, Utría, Katíos and Flamencos. A full description followed for the Sierra Nevada de Santa Marta, Sierra Nevada del Cocuy and Tayrona Parks, and pictures of three of these areas were selected to close the section, as shown in the attached illustration.



5. LESSONS LEARNED DURING THIS REPORTING PERIOD

The most important lessons learned during this period are as follows:

1. Designing a monitoring plan with a strictly technical mindset is insufficient, as the institutional and regional context in which it has to be applied will pose serious constraints for its application. Thus, available sets of indicators already known and accepted by the institution concerned (the NPU) should be preferred. On the other hand, data acquisition and reporting must take into consideration the availability of officers in charge of obtaining and compiling reports in the period concerned, and the need for capacity building, in order to comply with this additional duty.
2. During the transition from an external to an internal PIU team, much information is needed, that is not necessarily included in the available documents. This two month period proved to be short, as it was both a learning period in terms of procedures and skills, while previous knowledge of the process was slowly incorporated and translated into action.
3. The development of the work plan as a process carried out in the different regional clusters over several months has meant that many officials in the NPU do not yet have an integral perspective of the Program. This situation may affect the links



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between the cross-cutting lines and those activities to be developed in the respective Park areas and as such will require special attention and coordination efforts.

6. LOOKING FORWARD: PROGRAM ACTIVITIES FOR THE NEXT QUARTER

Table No. 1 - Schedule of activities (January – March 2010)

Area	Activity	Product	Date
1. PIU team	Complete the team members as designed in the operative structure of the workplan and budget	Administrative and technical assistant team members hired	20 Mar 10
2. Implementation by local operators	1. Review and final adjustments by local operators for Fast track and APS for the Fragua NNP cluster 2. Prepare statements for local operators in Cocuy, Utría, Katíos, Catatumbo and Sierra Nevada 3. Presentations for local operators in the regional clusters	Fund. Esawá Fragua Fast Track in operation APS Fragua proposal reviewed Statements prepared and published Statements presented and questions cleared with local operators	15 Mar 10 20 Jan 10 20 Feb 10 10 Mar 10
3. Performance Monitoring Plan	1. Final adjustments of indicators and targets for PMP. 2. PMP document completed. 3. Dissemination and capacity building for procedures of data acquisition and compilation related to selected indicators in the PMP.	Indicators and targets adjusted and submitted for review. PMP document adjusted, submitted for approval. Report of activities related to PMP implementation.	15 Jan 10 22 Feb 10 31 Mar 10
4. NPU implementation of activities in workplans	Budget review and adjustment according to Technical Committee agreement (Dec/09) Acquisitions processes for cross-cutting activities and Parks under way Report preparation for NPU activities	Budget adjusted NPU main contracts approved and in implementation Officials in charge of reporting identified and preparing reports for end of April 2010	10 Feb-09 31 Mar-10 31 Mar-10
5. Strengthening institutional capacity in FPN (see Table No. 2)		Detail in Table No. 2	



6. Communications strategy	1. Hiring communications officer for FPN.	1. Communications officer hired	15-Feb-10
	2. Prepare ToRs for web page design	2. ToRs prepared and contract process completed with help from ARD	20-Feb-10
	3. Deliver communications strategy to USAID	3. Delivery of communications strategy	15 Apr 10
	4. Begin implementation of the communications strategy with university and community radio networks related to the geographical areas in the CLP clusters.	4. Begin implementation of radio networks communications plan with NPU.	15-Mar-10

Table No. 2: Local Operators Schedule for Proposal Evaluation/Approval

Note: Dates are maximum limits and tentative, based on deadlines as specified on APS documents. Proposals will be reviewed as soon as received and sent for adjustments if necessary, to proceed with the necessary approvals (CTC, USAID) for agreements to be signed.

PARK/CLUSTER	Type instrument/number	Release	Place and date Meeting with operators	Deadline APS/RFA due	Proposals submitted	Evaluation sent	Adjusted proposals received	Agreement signed
Katíos	CLP-RFA-2010	20 Jun 10	Bogotá 25 Jun 10	25 Jul 2010	15 Jul 2010	20 Jul 2010	30-Jul-10	17-Aug-10
Utría	CLP-APS-2010-001	7 Feb 10	Utría 12 Feb 2010	9 Aug 2010	9 Aug 2010	17 Aug 2010	30 Aug 2010	20-Sep-10
Cocuy	CLP-APS-2010-002	7 Feb 10	Bogotá 16 Feb 2010	9 Aug 2010	9 Aug 2010	17 Aug 2010	30 Aug 2010	20-Sep-10
Catatumbo	CLP-APS-2010-003	14 Feb 10	Cúcuta 1 Mar 2010	15 Aug 2010	15 Aug 2010	23 Aug 2010	10 Sept 2010	30-Sep-10
Sierra Nevada de Santa Marta	CLP-RFA-2010	20 Jun 10	Sta. Marta 25-26 Feb 10; Valledupar 11-12 May 10; Sta. Marta 18 May 10	20 Jul 2010	30 Jul 2010	10 Aug 2010	20 Aug 2010	10 Sept 2010
Fragua	CLP-APS-2009-001	7-8 Nov 09	Florencia 11 Nov 2009	16-Apr-10	16 Apr 2010	30 Apr 2010	15-May-10	10 Jun 10
Fragua	Fast track	Oct 09	Florencia 11 Nov 2009	Dec 2009	19 Nov 09	22 Jan 2010	10 Feb 10	1-Mar-10

Table No. 3 – FPN’s Institutional Capacity Strengthening Schedule

Strengthening Area	Specific Objectives	Priority	Activities to be Performed	Activities Achieved
1. Rules and Regulations governing the implementation of assistance programs financed with U.S. federal resources.	1.1. To train FPN staff in rules and regulations governing the implementation of assistance programs financed with U.S. federal resources through Grants and/or Cooperative Agreements.	1	Workshop - Rules and Regulations governing the implementation of assistance programs financed with U.S. federal resources	OK
		1	Workshop – Instruments used to transfer federal resources, characteristics and restrictions.	OK
		3	Workshop – Proposals’ approval process, Project implementation, projects closeout and liquidations (Roles and Responsibilities)	Activities pending as proposals are beginning approval process.



		1	Workshop – Financial processes, accounting and internal audits to projects financed with federal resources.	OK
		2	Workshop - Standard Provisions for Non-U.S. Nongovernmental Recipients	OK
		1	Workshop – acquisitions processes and regulation	OK
	1.2. To develop and implement the Grants Management Manual	3	Development of the Grants Management Manual for FPN according to the terms and conditions of the Cooperative Agreement between USAID and FPN	Delivered by ARD to Patrimonio. Annexes according to USAID Package will be completed in January 2010
	1.3. To train FPN in acquisition's procedures with federal resources	3	To update the FPN acquisition manual	OK
	1.4. To train FPN and sub-recipients in Environmental requirements for USAID funded programs.	3	Workshop – Environmental Guide	7 January 2010
			Workshop - 22 CFR 216 "Environmental Procedures"	8 January 2010
	1.5. To implement the USAID Branding and Marking procedures	3	Harmonization between FPN's communication strategy and USAID Branding and Marking procedures	This activity was a responsibility of ARD -PIU in their role as program coordinators and with the new PAU arrangements will need redefining.
		2	Development of CA Branding and Marking Implementation Plan.	OK
		1	Development of USAID/ARD-PIU Branding and Marking Implementation Plan.	OK
	1.6. To train CA's sub-recipients in USAID requirements.	3	Grants management manual	OK
2. Improvement of technical capabilities	2.1. The development and implementation of a Monitoring and Evaluation system for project implementation in FPN	2	1. Revision of ARD's M&E system and adaptation to FPN requirements. 2. Analysis of FPN data collecting system for projects 3. Design the M&E system according to CLP needs and other programs being implemented by FPN.	ARD delivered a first version of the PMP and examples of environmental and M&E sheets. Patrimonio will deliver the list of indicators and targets the 15th January 2010 and the PMP the 22nd February 2010.
	2.2. To train FPN and sub-recipients in the use of USAID/SIGA.	3	To train FPN and sub-recipients in the use of USAID/SIGA.	8 January 2010
	2.3. To train FPN and sub-recipients in the use and	3	Workshop - PERSUAP 1. Safe use of pesticides. 2. Plagues control	7 January 2010



	implementation of the PERSUAP.		3. Plagues integral control	
	2.4. To develop a standard model in order to establish the Pre-award Responsibility Determination according to ADS-303.	3	To develop an standard methodology to perform the PARD and PAS	Ok
3. FPN Financial Sustainability	3.1. To improve FPN capability regarding the monitoring of investments vs. expenses	3		
	3.2. To develop a Fundraising unit in FPN in order to reach more resources for projects implementation	2	1. Determination of a legal and fiscal framework.	January 2010, ToR in process for two consultancies.
		3	2. Development of a FUNDRAISING Strategy	Consultancy by John Shores OK
		4	3. Launching of the Fundraising Strategy	This activity was a responsibility of ARD -PIU in their role as program coordinators and with the new PAU arrangements will need redefining.
		4	4. FPN travels for international contacts	This activity was a responsibility of ARD -PIU in their role as program coordinators and with the new PAU arrangements will need redefining.
	3.3. To develop new financial instruments in order to diversify FPN's financial resources.	4	1. Strengthening of current sources	Consultancy by John Shores OK
		4	2. Advice and development of new financial instruments	Consultancy by John Shores OK
	3.4. To establish a fair indirect cost rate to be charged by FPN to the different projects in implementation.	1	1. Revision of current indirect cost rate (7%)	OK
		2	2. Definition or validation of the rate	OK
		4	3. NICRA certification process	TBD – The process begins after the first CLP audit
4. Communications and Outreach.	4.1. To develop an institutional communication strategy directed to new stakeholders which may be interested to invest in biodiversity and environmental activities.	4	1. Revision of FPN's communications strategy 2. Revision of MIDAS and ADAM communications strategy 3. Improve or complement FPN's current communications strategy 4. Strengthening of FPN institutional image 5. CLP's Web Site design.	February 2010
	4.2. To strengthen	3		



	FPN institutional image.			
	4.3. To develop CLP's Web Site linked to those of the different program actors.	3		
	4.4. To use English as a second language in FPN's communications	5		
	4.5. To use communications as a tool in the Project implementation processes.	3	Revision and harmonization of FPN communication strategy in the field, including the new USAID requirements for local operators.	
5. Security Issues	5.1. To train FPN in USAID guidelines regarding security issues.	2	To train FPN staff and local operators in security issues according to USAID requirements.	March 2010
6. Preparation for natural disasters	6.1. The development of a "Fast Reaction" action plan to support from FPN, USAID Emergency Plans in disasters moments.	4		March, 2010
7. Social Responsibility	7.1. Baseline definition and analysis by Program region (culture, community knowledge and stakeholders)	3		This activity was a responsibility of ARD-PIU in their role as program coordinators and with the new PAU arrangements will need redefining. Patrimonio has not planned this activity.



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THIRD QUARTERLY REPORT

1. SIGNIFICANT ACHIEVEMENTS DURING THIS REPORTING PERIOD (Third Quarter)

1.1 Annual Program Statements: Utría, Cocuy, Catatumbo.

Following the planning process for APS or RFA calls for papers for NNP Utría, Cocuy and Catatumbo, they were prepared, released and meetings held for stakeholders and potential candidates during February and March. The regional context for Katios was examined and it was decided to prepare an RFA to be released in the next quarter. Analysis on the current situation was carried out with the NPU's regional office technical team in order to examine the main threats to biodiversity, community participation and conflicts, previous institutional actions and main stakeholders in the area.

1.2 Proposals for the Amazon Piedmont Cluster: evaluation process

During this period, the Fundación Esawá proposal was evaluated and recommendations for adjustments were made for three successive documents. The main CLP considerations were on the technical, financial and institutional aspects. A final version was received at the end of this period. The Amazon Conservation Team, Corporación Reconocer and WWF presented another proposal, for which a first version was received in December 2009. During the evaluation process suggestions were made to improve mainly the technical aspects. At the end of the period the proposal was still lacking so an agreement was reached for a first implementation phase with the sub-projects considered acceptable. The responsibility analysis for the institution and other documentation was compiled and a draft agreement was prepared for USAID approval.

1.3 Implementation of cross-cutting matrix and Parks' activities by NPU

During a substantial part of this period, the liaison officer and the program coordinator reviewed successive compilations and adjustments to the detailed operation plan and budget for the CLP Parks, redefining activities in accordance with the general work plan for each area and clearing non-eligible activities or acquisitions. Then the SIGA documents were prepared and approval sought for 20 projects submitted by the central office, the Fragua and the Complejo Volcánico Doña Juana Parks.

Training was provided for the central office personnel regarding application procedures for workshops and travel expenses, while the NPU administrative section examined the construction requirements for new cabins and other constructions in the Parks.



1.4 PMP technical adjustments, validation with NPU and final version

The validation process was completed with the NPU during this period, as well as base line data for most of the indicators. The main technical teams at NPU are now familiar with the PMP indicators and targets, due to individual meetings or participation in NPU workshops with the professionals in charge of the following areas at NPU: Planning and follow up; Management plans; Ecotourism; Research and monitoring; Control and surveillance; SINAP action plan and Declaration of new protected areas. A PMP draft and final version were delivered to USAID and approved for its incorporation in the work plan.

1.5 Joint activities with the Communications area at NPU and streamlining with the FPN communications strategy

As previously agreed, the communications teams designed joint activities and have worked towards coordinated actions both within FPN and with the NPU. The intention is to induce positive public attitudes, perception and behavior towards the environment, to spread lessons learned and success stories and to systematize this process so that these examples can profit other initiatives. Consultancies are under way for the CLP institutional image construction, web page design and branding and marking manual. The NPU has begun activities in the pacific region with workshops on community journalism.

2. CHALLENGES AND CONSTRAINTS

2.1 Major constraints faced during the reporting period

Response by some of the Parks regarding the detailed annual planning and related budget, namely Cocuy and Catatumbo, was slow, despite meetings and communications held with park managers and the regional office director. Support was given by the CLP team and at the end of the period final budgets were received for these areas. The compliance officer was hired afterwards and provided additional support, but some toiling could have been avoided with an earlier cooperation from the NPU personnel and technical sub-direction.

The evaluation process of SIGA formats and their inclusion in the system for environmental compliance with USAID regulations was not efficient at first, because of delays in completing the CLP team with the technical officer.

After some debate on relevant and viable indicators and targets, final delivery of the PMP for USAID review and its approval was completed successfully with support from the CLP AOTR and the specialist in USAID.



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ARD's PAU underpinned the PIU operation in FPN mainly on communications, contracts and acquisitions and financial aspects.

The preparation of the Sierra Nevada work plan had a setback, as the meetings which were to be held in January with the indigenous authorities were cancelled due to conflict between these organizations. A visit was scheduled at the end of February in Santa Marta with the four authorities, but only two of them attended. At the moment the conflict was still unresolved and they were waiting for a decision from the elders to confirm or change the Cabildo Gobernador of the Gonawindúa Tayrona Organization. In March it was finally confirmed and a visit scheduled for May with the Park's Administrator.

2.2 Challenges expected for the next quarter

The next quarter will have the following challenges in this phase of operation of the CLP:

1. Finishing the reviewing and preparation of agreements for the Fragua cluster APS, by processing the final version of Fundación Esawa paper and compiling the final documentation for signing an agreement with ACT.
2. Receiving, evaluating proposals deemed eligible, examining institutional arrangements, carrying out PARD/PAS and preparing agreements for USAID and the CTC's approval with selected local operators' for the Utria, Cocuy, Catatumbo NNP cluster areas.
3. Designing and sending an RFA to the selected organization for the Katios cluster, evaluating their proposal, executing PARD/PAS and preparing an agreement for USAID approval.
4. Finish the Sierra Nevada work plan with the relevant inputs from the indigenous organizations and designing/releasing an instrument for them and for a selected campesino area to carry out the program's activities.
5. Designing and conducting the environmental approval, waivers and acquisitions process for NPU infrastructure and equipment (mainly radio systems) purchase.
6. Obtaining USAID environmental and AOTR's approval, with the relevant technical reviews and administrative processing of applications for activities and consultancies to be implemented by the NPU. Support and training will be provided to the NPU technical personnel in charge of the preparation of environmental reviews as requested for sustainable production and restoration activities.
7. Deliver an adjusted FPN communications strategy and begin implementation with the training for cluster areas, NPU personnel and local operators.
8. Prepare the FIMA environmental fair activities: stand and information materials design, training and organizing team support during the event.



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9. Continue the CLP accompaniment and technical assistance during the workshops or meetings held by the NPU in selected topics such as management plans adjustments, AEMAPPS tool, ecotourism, restoration and sustainable production systems, monitoring of conservation objects, SINAP action plan.
10. Continuing the training process about PMP indicators, targets and reporting with the regional offices and the Parks manager and technical personnel.
11. Developing an information system for reporting PMP indicators and targets, in coordination with FPN systems.
12. Completing the training workshops for security issues and strengthening local operators with administrative skills in compliance with USAID regulations.
13. Review and compile adjustments required for the revised version of the work plan to be approved by USAID.
14. Securing the disposition of technical teams to take advantage of the strengthening process provided by the USFS and NPS activities as requested by NPU.
15. Hiring the contracts and grants specialist, the managing professionals for the three selected clusters and the assistant attorney.
16. Streamlining administrative procedures both within FPN and with the NPU.
17. Increase budget execution both by NPU and local operators.
18. Web page designed and functional, communications officer trained for updates and adjustments.

3. DETAILED PROGRAM ACTIVITIES DURING REPORTING PERIOD

3.1 Annual Program Statements: Utría, Cocuy, Catatumbo.

The first APS released was for the Utria NNP, followed by a meeting with stakeholders in El Valle, Chocó. The CLP program was introduced to an audience composed of regional institutions, indigenous authorities, afro-descendant Councils, NGOs and the Park's manager and technical personnel. A session of questions followed, mainly related to possible alliances, eligible activities, dates of submission and balancing funds. Afterwards, eleven e-mails have been received requesting further information, from organizations already contacted in the first meeting or others that have reached this information via the web-page.



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The NNP Cocuy APS was then emitted and a meeting held in Bogotá, where representatives of local organizations and the Park's manager attended. The CLP general objective and activities for the region were explained, followed by the administrative and financial requirements. Organizations from both the western and eastern areas of this large area participated, and many asked about alliances and balancing funds arrangements. Further questions were received by nine expressions of interest from individuals and NGOs. The CLP coordinator and contracts and grants specialist suggested developing alliances between the younger associations and stronger organizations, as a way to build better proposals.

The meeting following the Catatumbo APS release was held in Cúcuta, where the Park's manager and technical team cooperation was important to achieve good attendance from regional institutions. Some of the organizations already knew about other USAID programs and previous work in the region. Indigenous authorities participated and asked about activities in the Park area overlapping with their reservation. Other organizations and the Park manager pointed out a potential problem with land tenure and activities to be developed in the Forest Reserve area (Ley 2a. de 1959). This is a political issue which has been pending for some years and encompasses vast areas of the country, for which a request of information will be made to the law office at the NPU.

A meeting was held with the NPU's northwestern regional office technical team in order to examine the situation of the Katios park and surrounding area. The main threats to biodiversity, community participation and conflicts, previous institutional actions and main stakeholders were examined. This special regional context demands a different approach, and in consultation with USAID's AOTR it was decided to prepare an RFA to be released in the next quarter.



3.2 Proposals for the Amazon Piedmont Cluster: review process

Following the first evaluation for the Fundación Esawa paper, a revised version was submitted the 22nd January 2010 and still found lacking in the relation of activities with CLP indicators and targets. Adjustments were made and two successive proposals were sent to CLP on the 17th and 31st March, in which they incorporated suggestions and improved the coordination with the Fragua Park's activities.

The Amazon Conservation Team initiative followed a similar procedure although with greater complexity, because of weaknesses identified in the technical aspects. At mid March an agreement was reached to select three of the sub-projects to begin a first phase of operations. The appropriate documents and agreement were developed and the PARD was carried out in preparation for signing the agreement. A memorandum of negotiation included a description of the evaluation process, the main components approved for the first phase, the budget and other provisions. Meetings were held and technical support was given by the CLP team to achieve the environmental and administrative requirements.

3.3 Implementation of cross-cutting matrix and NNP activities in clusters

The liaison officer and Program coordinator provided support for the annual planning and detailed budget submission by Park managers and technical teams, followed by the review and adjustment of SIGA documentation for a total of 20 processes approved as categorical exclusion by the MEO and AOTR for activities related to the cross-cutting matrix (12 processes), the Fragua NNP (6) and the Complejo Volcánico Doña Juana NNP (2). TORs and applications for workshops and travel arrangements for the following technical meetings: AEMAPPS methodology; updating of the NPU strategic plan and protected areas management plans; Uramba Agreement with the afro-descendant communities of the Pacific region; sustainable production systems and biodiversity restoration; declaration of new protected areas (Playona Acandí) were handled for the central office technical team and for NNP Fragua technical consultancies. TORs for Utria and Katios NNPs were examined and returned for amendments.

The technical specifications and insurance issues for equipment were pending, as the operating and acquisitions plans had been delayed.

Several meetings were held with the Directive Committee at NPU and other technical teams from the central office and the Parks, to clarify procedures and issues, especially those regarding local operators, as the NPU expressed worries about the need for coordination of activities with these organizations. The CLP coordinator explained the role of the CLP team and the meetings or committees which will be implemented to achieve this common end.



3.4 PMP first report on CLP activities

As indicated above, the PMP was finally delivered and approved by USAID towards the end of the period. While the work will continue training the technical teams for compliance with the indicators and targets, the following is the first measure on activities carried by the NPU in the period.

Indicator F(2): Number of people receiving USG supported training in natural resources management and/or biodiversity conservation. **Target:** 5.730 persons trained.

ACTIVITY	DATE	ACTIVITY PURPOSE	TOTAL NUMBER OF PEOPLE
AEMAPSS (management effectiveness index) National Training workshop for improvement in the management effectiveness index	February 24-26 2010	To qualify NPU personnel in the management effectiveness index (AEMAPSS) methodology in order to measure this index in the 54 National Protected areas (including those of CLP)	39
Strategic and Management Plans Update Route	March 8-10 2010	To qualify NPU personnel in the new methodological proposal to update NPU Strategic Plan and each of the Protected Areas Management Plans	38
“Uramba Agreement” Meeting		To define 2010 Annual Action Plan of the Uramba Agreement (Between NPU and Pacific Afro descendant communities)	12
TOTAL			89



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3.6 Communications activities and success stories

Several meetings were held between the communications team at FPN and the relevant office at NPU, in order to coordinate the activities to be implemented by each team, such as carrying out the workshops for community journalism, provide assistance to the NPU and local operators on CLP communications issues, participate in the FIMA environmental exhibition, designing the plan for radio emissions by the university radio network, develop TORs for the branding and marking manual, lay out the institutional image and web page TORs, and project the requirements to systematize the lessons learned and documents on the CLP, including audio and video recordings. The NPU team will begin operations with workshops in the pacific region. The team in FPN also worked to align CLP and institutional communications strategy. The TORs for consultancies to be carried out by ARD were reviewed and specialists have begun their work for the web page design, branding and marking manual and CLP image manual.



Historias exitosas	Enero – Marzo de 2010
<h2>Avances en Acuerdo regional por la conservación del Pacífico colombiano</h2>	
<p>Santander de Quilichao, Colombia. En el marco de la iniciativa de Cooperación Paisajes de Conservación, financiada por la Agencia de Estados Unidos para el Desarrollo Internacional (USAID, por su sigla en inglés), se llevó a cabo en el mes de marzo la reunión del Comité Técnico Operativo del Acuerdo Uramba.</p>	
<p>Escenario de diálogo y concertación entre las comunidades negras del pacífico y Parques Nacionales Naturales de Colombia con el fin construir una visión compartida del territorio región del pacífico que esté orientada a la conservación de los valores naturales y culturales de esta importante región.</p>	
<p>El avance logrado en el marco del Comité de marzo fue la concertación de una agenda de trabajo para 2010 que contempla el fortalecimiento de las mesas locales que funcionan en cada</p>	<p>© PNN. La URAMBA es una práctica efectuada por los negros de la región del Pacífico sur colombiano en la que cada miembro del pueblo contribuía en la recolecta de los elementos necesarios para una comida comunitaria.</p>
<p>Parque con los Consejos Comunitarios de su zona de influencia; así como el avance en temas regionales tales como la ley del Sistema Nacional de Áreas Protegidas (Sinap), planes de ordenamiento y manejo de cuencas, reglamentación de la ley 70, conocimiento ancestral, megaproyectos, autonomía alimentaria, entre otros.</p>	
<p>“Uramba representa un acuerdo de voluntades por la conservación y el manejo sostenible de la riqueza natural del Pacífico colombiano, en él, los consejos comunitarios de comunidades negras y los diferentes Parques Nacionales existentes en esta zona, unen esfuerzos por el manejo adecuado de los recursos naturales, la resolución de conflictos, y por el mantenimiento de la provisión de los bienes y servicios que esta región brinda a todas las comunidades”, manifestó Daniel Rojas, Profesional de Apoyo del área de Participación Social de Parques Nacionales Naturales de Colombia.</p>	
<p>Los PNN Sanquianga, Katíos, Gorgona, Farallones de Cali y Utría hacen parte de este acuerdo, producto de un proceso de varios años de relacionamiento adelantado por PNN y las comunidades</p>	

locales, a través de los Consejos Comunitarios de Los Riscales, El Cedro, Cacarica y del Proceso de Comunidades Negras (PCN) que cubren cerca de 2,500,000 hectáreas de bosque húmedo tropical.

Avances en la consolidación del Subsistema Regional de Áreas Protegidas Pacífico



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Bogotá – Colombia. Con el propósito de concertar un plan de trabajo interinstitucional para 2010 y 2011, el pasado mes de marzo se desarrolló en el PNN Gorgona (departamento del Cauca al occidente colombiano) un encuentro entre las autoridades ambientales del Pacífico, el Instituto de Investigaciones Marinas (Invemar), el Instituto de Investigaciones del Pacífico (IIAP) y Parques Nacionales Naturales de Colombia.

La puesta en marcha de este plan garantizará el avance en la definición de prioridades de conservación regional, departamental y local a partir de la identificación de vacíos de conservación en la zona del pacífico colombiano, que cubre los departamentos de Chocó, Nariño, Cauca y Valle del Cauca, al suroccidente del país. Igualmente permitirá avanzar en el desarrollo del Plan de Acción del Sinap, el cual procura incentivar la conformación de los Sistemas Regionales.

Este evento se realizó en el marco del Programa Paisajes de Conservación, financiado por la Agencia de Estados Unidos para el Desarrollo Internacional (USAID), y contó con la presencia de las Corporaciones Autónomas Regionales que hacen parte del Subsistema Regional de Áreas Protegidas del Pacífico, el Instituto de Investigaciones del Pacífico (IIAP), el Instituto Nacional de Investigaciones Marinas (Invemar) y de Parques Nacionales Naturales de Colombia.

El avance en la identificación de acciones de conservación por parte de las Autoridades Ambientales y de otros actores sociales, en la definición de potencialidades y amenazas para el Pacífico, a partir del desarrollo de mesas temáticas, así como en la caracterización de procesos de ordenamiento y planificación que se adelantan en la región y que puedan tener incidencia en temas como Áreas Protegidas y actores sociales, fueron algunos de los resultados obtenidos.

De acuerdo con los temas priorizados en el plan de trabajo, cada una de las Instituciones se comprometió a gestionar las acciones en los tiempos establecidos de acuerdo a las actividades programadas, así como asignar los recursos que permitan avanzar en la construcción conjunta del SIRAP-Pacífico.

Por otro lado la Unidad de Parques Nacionales Naturales de Colombia socializó la experiencia del

relacionamiento Institucional con comunidades negras en el Pacífico Colombiano y del Acuerdo URAMBA como instancia regional de trabajo conjunto con los Consejos Comunitarios y Organizaciones étnico-territoriales, lo que convocó la voluntad de otras instituciones para hacer parte de este acuerdo.

El Programa Paisajes de Conservación se enfoca en la consolidación de redes de áreas protegidas de diferentes categorías y niveles de protección, rodeadas de sistemas de producción sostenible y conectadas por corredores biológicos y otras zonas de bosque, que incrementan la viabilidad de dichas áreas al mantener sus procesos ecológicos.

Taller de Capacitación para Facilitadores del AEMAPPS – Tercer ciclo de aplicación, 2010

Bogotá, Colombia. Con el objetivo de conformar y capacitar un grupo facilitadores de Parques Nacionales Naturales en el empleo de la herramienta de Análisis de Efectividad del Manejo de Áreas Protegidas con Participación Social (Aemapps) para el ciclo 2010, se realizó recientemente en Bogotá el Taller de Capacitación para Facilitadores del Aemapps.

El Aemapps es una metodología diseñada para apoyar PNN, a sus equipos en campo y a otros actores vinculados al manejo de las áreas protegidas, en la cualificación de los procesos de planeación y ejecución, y la verificación del cumplimiento de objetivos, efectos e impactos deseados, bajo la orientación de la perspectiva de participación social en la conservación.

Durante la jornada para el ciclo 2010, cada uno de los 26 asistentes expresó su nivel de

conocimiento de la herramienta y sus expectativas del Taller. De este ejercicio se evidenció que el 57% de los asistentes no conocía la herramienta antes de la realización del Taller, 15% conocía la herramienta pero no la sabía aplicar y el 6% restante la había aplicado en alguna oportunidad.

Con la capacitación de los facilitadores se espera elaborar un plan de acción para el acompañamiento a las áreas protegidas en la aplicación del tercer ciclo 2010; de igual forma se concertará una agenda de trabajo con los parques apoyados por el Programa Paisajes de Conservación, financiado por USAID y apoyado por Patrimonio Natural, para la aplicación del primer semestre de 2010. Esta agenda definirá los responsables de su programación, aplicación y reporte en los niveles central, territorial y de cada área.

El primer ciclo de aplicación de esta herramienta fue en 2004 y se llevó a cabo en 43 áreas protegidas; el segundo en 2006 con la participación de 49 áreas protegidas. Como resultado de dichos ejercicios



© PNN. El taller sirvió para compartir las lecciones aprendidas en los ciclos de aplicación 2004, 2006 y 2009 de Aemapps.

se una serie de ajustes en la herramienta. En 2009, 18 áreas protegidas por iniciativa propia aplicaron el Análisis de Efectividad del Manejo.

“Es importante asumir la responsabilidad institucional de entender e implementar la herramienta y evidenciar su importancia a través de resultados favorables en la gestión de las Áreas Protegidas como parte de un Sistema”, afirmó Carolina Jarro, coordinadora del Grupo Planeación del Manejo. “Esto implica tener la capacidad institucional de replicar la herramienta como el mecanismo uniforme de evaluación de PNN, de esta manera, se generarán los mecanismos para integrar la aplicación de la herramienta al proceso de planeación de la institución”.

Inicia el Proceso de Comunicación Comunitaria en el Parque Nacional Natural Utría

Bogotá, Colombia. El pasado mes de abril, Parques Nacionales Naturales (PNN) realizó el primer Taller de Comunicación Comunitaria en el Parque Nacional Natural Utría (departamento de Chocó, noroccidente de Colombia). Esta actividad hace parte de la estrategia de comunicación con las comunidades negras que PNN está implementando en el área protegida, en el marco del Programa Paisajes de Conservación, financiado por la Agencia de Estados Unidos para el Desarrollo Internacional (USAID, por su sigla en inglés).



© PNN. Los talleres de comunicación comunitaria liderados por Parques Nacionales, se realizaron en el PNN Utría, en el departamento del Chocó, al noroccidente del Colombia.

Los participantes en esta actividad de formación fueron 15 reporteros, seleccionados por los Consejos Comunitarios de Los Riscales, El Cedro y Los Delfines, organizaciones con las cuales el Parque Utría adelanta varios procesos de conservación.

“Se trata de fortalecer las capacidades locales para generar procesos de comunicación efectivos entre Parques Nacionales Naturales y las comunidades que se encuentran al interior o en las zonas amortiguadoras de las Áreas Protegidas y del Sistema de Parques Nacionales”, explicó Luis Alfonso Cano, asesor de Comunicaciones de PNN.

En Utría, los procesos de comunicación serán dinamizados por un grupo de reporteros integrado por 30 miembros de la comunidad provenientes de Nuquí, El Valle y Bahía Solano, quienes multiplicarán en sus territorios, los mensajes de los acuerdos existentes entre las autoridades de las comunidades y PNN.

“Para nosotros es un honor ser los elegidos para multiplicar la importancia del Parque Utría”, afirma César Aguilar, reportero de comunicación del Consejo Comunitario Los Riscales. “Desde ya



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difundiremos a través de nuestros medios locales toda la información que hemos adquirido con este taller”.

Algunos de los asuntos tratados durante la jornada fueron: información general sobre conservación y temas organizativos; la intención de los mensajes, y los productos de comunicación que realizarán durante la implementación de la estrategia.

De igual forma, los participantes recorrieron un sendero del Parque Nacional Natural Utría, donde pudieron conocer las diferentes clases de manglar y la importancia de este ecosistema para la zona.

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3.7 Sierra Nevada de Santa Marta advances in work plan design

USAID and CLP met with the GHF representative to examine potential USAID funding for activities related to the cultural management plan for Ciudad Perdida in the Buritaca river zone of the Sierra Nevada de Santa Marta. The regional and institutional context was explained, in particular the relation with the ICANH and possible options for implementation by GHF, as this organization has not yet defined the operation structure for their activities in Colombia.

Although there was a pending conflict between the indigenous authorities and organizations in the Sierra, a meeting with Organización Gonawindúa Tayrona was held in Santa Marta with USAID, the CLP coordinator and a NPU technical officer. A single representative from one of the indigenous authorities based in Valledupar attended so the meeting could not reach final decisions on the activities to be carried out by the indigenous population. Nevertheless, they were informed about the possible institutional arrangements, available funds for the cluster, the need to open an APS for campesino communities and the feasibility of studying the location of the campesino activities supported by the CLP. They also claimed their annoyance about the former planning process, in which higher expectations for funding were raised, compelling them to design activities which exceeded the available funds as now declared. A future meeting with the other indigenous authorities was withheld until a more propitious moment was found, once the “mamos” had resolved the conflict and the respective authorities were endorsed.

The Prosierra NGO was visited and its director and technical officer explained their present actions and declared their interest in a future APS call for papers. The regional expert Myriam Awad was interviewed on the subject of campesino organizations, offered a rather bleak view of former violence and its negative impact on associative and participative processes and indicated that a patient searching could find a few of the remaining groups in the area.



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4. LESSONS LEARNED DURING THIS REPORTING PERIOD

The most important lessons learned during this period are as follows:

4. The consolidation of the CLP team for an effective response requires a processing period between the training sessions and the successful completion of tasks according to procedures.
5. Unequal learning curves and the time lapses in hiring new CLP team members have had a negative effect on tasks assigned.
6. Training sessions may not have been as frequent or thorough as needed, and the subsequent transfer to personnel at NPU was affected, requiring additional effort to redress mistakes.
7. A team member bound to another organization does not help effective processing, because it has to abide by a different set of rules from the rest of the team and cannot recognize another authority.
8. Abatement of resistance by NPU technical teams and personnel to a new program framework and procedures requires an open stance and patience.
9. Local operators will continue demanding training for compliance with technical aspects and administrative procedures, even when such training has been delivered; special attention from the PIU team must be given to practical operation with these operators.



5. LOOKING FORWARD: PROGRAM ACTIVITIES FOR THE NEXT QUARTER (April-June 2010)

Table No. 1 - Schedule of activities

Area	Activity	Product	Date
1. PIU team	1.1 Complete the team members as designed in the operative structure of the workplan and budget	Administrative assistant team members and legal assistant hired	20-May-10
	1.2 Completing the training workshops for security issues	Security workshop completed	15-May-10
2. Implementation by local operators	2.1 Finish review and preparation of agreements for the Fragua cluster APS.	ACT and Fundación Esawá agreements signed	20-May-10
	2.2 Completion of sub-projects evaluation for ACT proposal	Amount obligated raised towards estimated total budget	30-May-10
	2.3 Evaluation of proposals and completing USAID requirements for agreements with local operators in Utria, Cocuy, Catatumbo NNP cluster areas.	At least two proposals evaluated and adjusted for each cluster area	30-May-10
	2.4 Release of Katios RFA and evaluation of proposal	Katios proposal evaluated	30-May-10
	2.5 Prepare documentation for agreements according to eligible proposals	Agreement drafts prepared and sent for USAID approval	15-Jun-10
	2.6 Training local operators on administrative skills in compliance with USAID regulations.	Training completed for eligible local operators	30-Jun-10
3. NPU implementation of activities in workplans	3.1 Obtaining environmental approval, waivers and acquisitions process for NPU infrastructure and equipment	TORs for purchase ready, other requirements in process	15-Jun-10
	3.2 Continue NPU implementation process with appropriate environmental reviews as needed.	Activities processed and implemented	30-Jun-10
	3.3 Continue training of technical officers at NPU for environmental approval procedures	Technical personnel trained as needed	30-Jun-10
4. Work plans	4.1 Sierra Nevada work plan completed and submitted for approval	SNSM work plan approved	30-May-10
	4.2 Review and compile adjustments required for the revised version of the work plan to be approved by USAID.	CLP work plan revised version approved	15-Jun-10
5. Performance Monitoring Plan	5.1 Continue training on PMP and coordinate reporting with NPU.	PMP reports received on a timely basis	30-Jun-10
	5.2 Develop an information system for reporting on PMP.	Information system designed for reporting on PMP	30-Jun-10



6. Communications strategy	6.1 Revise documents and deliver to consultants for web page design	Web page design complete	15-Jun-10
	6.2 Implement the communications strategy with NPU and train local operators for their compliance.	Communications strategy in implementation	30-Jun-10

Table No. 2 – Local Operators: Actual Proposals submitted and approval process

PARK/CLUSTER	Type instrument/ number	Release	Place and date Meeting with operators	Deadline APS/RFA due	Proposals submitted	Evaluation sent	Adjusted proposals received	CTC approval	Proposed date for signature of agreement
Fragua	CLP-APS-2009-001	7-8 Nov 09	Florencia 11 Nov 2009	16 Abr 10	11 Apr 2010	24 Jan 2010; 1 Feb 10; 16 Mar 10	3 Mar 10; 19 Mar 10	25 Mar 10	30 Apr 10
Fragua	Fast track	Oct 09	Florencia 11 Nov 2009	Dec 2009	19 Nov 09	22 Jan 2010; 28 Jan 2010	17 mar 10; 30 mar 10	pending	30-Apr-10

Table No. 3 – FPN’s Institutional Capacity Strengthening Schedule

Strengthening Area	Specific Objectives	Priority	Activities to be Performed	Activities Achieved
1. Rules and Regulations governing the implementation of assistance programs financed with U.S. federal resources.	1.1. To train FPN staff in rules and regulations governing the implementation of assistance programs financed with U.S. federal resources through Grants and/or Cooperative Agreements.	1	Workshop - Rules and Regulations governing the implementation of assistance programs financed with U.S. federal resources	OK
		1	Workshop – Instruments used to transfer federal resources, characteristics and restrictions.	OK
		3	Workshop – Proposals’ approval process, Project implementation, projects closeout and liquidations (Roles and Responsibilities)	Preparation of documents for proposals’ approval process (ACT-Fragua)
		1	Workshop – Financial processes, accounting and internal audits to projects financed with federal resources.	OK
		2	Workshop - Standard Provisions for Non-U.S. Nongovernmental Recipients	OK
		1	Workshop – acquisitions processes and regulation	OK
	1.2. To develop and implement the Grants Management Manual	3	Development of the Grants Management Manual for FPN according to the terms and conditions of the Cooperative Agreement between USAID and FPN	Delivered by ARD to Patrimonio with annexes, pending revision by FPN administrative section.
1.3. To train FPN in acquisition’s procedures with federal resources	3	To update the FPN acquisition manual	Adjustment of procedures	



				formats
	1.4. To train FPN and sub-recipients in Environmental requirements for USAID funded programs.	3	Workshop – Environmental Guide	OK
			Workshop - 22 CFR 216 “Environmental Procedures”	OK
	1.5. To implement the USAID Branding and Marking procedures	3	Harmonization between FPN’s communication strategy and USAID Branding and Marking procedures	Support for consultancies related to this topic
		2	Development of CA Branding and Marking Implementation Plan.	OK
		1	Development of USAID/ARD-PIU Branding and Marking Implementation Plan.	OK
	1.6. To train CA’s sub-recipients in USAID requirements.	3	Grants management manual	Some adjustments needed
2. Improvement of technical capabilities	2.1. The development and implementation of a Monitoring and Evaluation system for project implementation in FPN	2	1. Revision of ARD’s M&E system and adaptation to FPN requirements. 2. Analysis of FPN data collecting system for projects 3. Design the M&E system according to CLP needs and other programs being implemented by FPN.	Delivered by FPN and USAID approved
	2.2. To train FPN and sub-recipients in the use of USAID/SIGA.	3	To train FPN and sub-recipients in the use of USAID/SIGA.	OK
	2.3. To train FPN and sub-recipients in the use and implementation of the PERSUAP.	3	Workshop - PERSUAP 1. Safe use of pesticides. 2. Plagues control 3. Plagues integral control	OK
	2.4. To develop a standard model in order to establish the Pre-award Responsibility Determination according to ADS-303.	3	To develop an standard methodology to perform the PARD and PAS	PARD implemented for ACT grant award procedure
3. FPN Financial Sustainability	3.1. To improve FPN capability regarding the monitoring of investments vs. expenses	3		
	3.2. To develop a Fundraising unit in FPN in order to reach more resources for projects implementation	2	1. Determination of a legal and fiscal framework.	P
		3	2. Development of a FUNDRAISING Strategy	OK
		4	3. Launching of the Fundraising Strategy	TBD
		4	4. FPN travels for international contacts	TBD
	3.3. To develop new financial instruments in order to diversify FPN’s financial resources.	4	1. Strengthening of current sources	
		4	2. Advice and development of new financial instruments	Consultancy in implementation
	3.4. To establish a fair indirect cost rate to be charged by FPN to the different projects in implementation.	1	1. Revision of current indirect cost rate (7%)	OK
2		2. Definition or validation of the rate	OK	
4		3. NICRA certification process	TBD – The process begins after the first CLP audit	
4. Communications and Outreach.	4.1. To develop an institutional communication strategy directed	4	1. Revision of FPN’s communications strategy 2. Revision of MIDAS and ADAM	



	to new stakeholders which may be interested to invest in biodiversity and environmental activities.		communications strategy	
	4.2. To strengthen FPN institutional image.	3	3. Improve or complement FPN's current communications strategy 4. Strengthening of FPN institutional image 5. CLP's Web Site design.	Consultancy in implementation
	4.3. To develop CLP's Web Site linked to those of the different program actors.	3		Consultancy in implementation
	4.4. To use English as a second language in FPN's communications	5		
	4.5. To use communications as a tool in the Project implementation processes.	3	Revision and harmonization of FPN communication strategy in the field, including the new USAID requirements for local operators.	Harmonization by CLP and FPN teams
5. Security Issues	5.1. To train FPN in USAID guidelines regarding security issues.	2	To train FPN staff and local operators in security issues according to USAID requirements.	P
6. Preparation for natural disasters	6.1. The development of a "Fast Reaction" action plan to support from FPN, USAID Emergency Plans in disasters moments.	4		
7. Social Responsibility	7.1. Baseline definition and analysis by Program region (culture, community knowledge and stakeholders)	3		redefined



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