



LESSONS LEARNED TO INFORM REINVESTMENT IN THE TROPICAL ANDES HOTSPOT

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To all of you our sincere gratitude for this enriching journey!

Hugo, Sibora and Rodrigo.

EXECUTIVE SUMMARY

The Critical Ecosystem Partnership Fund (CEPF), is a joint initiative of l'Agence Française de Développement, Conservation International, the European Union, the Global Environment Facility, the Government of Japan, and the World Bank, founded in 2000 to address the challenges to conserve biodiversity by empowering the civil society in the world's biodiversity hotspots. CEPF achieves its conservation goals through enabling the local civil society to take constructive conservation and sustainable development actions.

Not a traditional donor, CEPF conducts its work building a hotspot-wide community of partners with similar interests and capacities on biodiversity conservation and sustainable development, guided by clear policies on social inclusiveness, equality, and cultural respect. In order to expedite its work and achieve its objectives, CEPF selects one or more civil society organizations active in the conservation field to function as a Regional Implementation Team (RIT). The RIT's objective is to transform plans and strategies in the hotspot ecosystem profile into a cohesive portfolio of grants. It is expected that the RIT and its partners will become the long-term stewards of the hotspot's biodiversity.

CEPF has just completed a five-year period (2015-2020) of investments to safeguard the biodiversity in priority Key Biodiversity Areas (KBAs) and corridors of the Tropical Andes Hotspot in Bolivia, Colombia, Ecuador, and Peru. With a planned investment of \$10 million over these five years, commonly known as the Phase II investment period, CEPF selected Bolivia's FUNDESNAPE as the RIT organization, leading a consortium with three other organizations in Colombia, Ecuador, and Peru. A private Bolivian foundation serving as an environmental fund to support the national protected area system, FUNDESNAPE had engaged as local members of the consortium Fondo Patrimonio Natural- FPN (Colombia), PROFONANPE (Peru) and Fundacion Futuro Latinoamericano- FFLA (Ecuador). In October 2018, upon dissolution by mutual consent of the RIT agreement between CEPF and FUNDESNAPE, the Tropical Andes RIT was restructured and direct RIT agreements were signed between CEPF and the three local organizations mentioned above. Overall, during Phase II, CEPF and the Tropical Andes RIT approved 100 conservation and sustainable development grants to 61 partner organizations in the four countries. In addition, CEPF provided three grants to RIT members to cover the small grants to CSOs in Colombia, Ecuador, and Peru.

This report contains the findings and recommendations of the "Evaluation of Lessons Learned to Inform Reinvestment in the Tropical Andes Biodiversity Hotspot", as described in the evaluation's ToRs in Annex II.

This evaluation was conducted through the analyses of documents provided by the CEPF Secretariat, RIT members and partners, as well as by collecting information and perceptions from staff from CEPF, RIT members and partners. A total of 57 staff members from 37 partner

organizations and CEPF participated in at least 46 interviews between 11/23/2020 and 01/18/2021. A few clarification interviews took place from 02/25/2021 through 03/03/2021.

Three blocks of parameters related to the performance of the RIT and RIT members were assessed during the valuation:

- i. Terms of reference of the RIT (nine components and 51 duties);
- ii. Evaluation criteria (three criteria and eight parameters); and
- iii. Evaluation themes (four themes and nine parameters).

The most important findings of the evaluation reconfirm the importance of the work promoted and supported by CEPF and the RIT. CEPF is considered among the most relevant funding facilities for biodiversity conservation and civil society strengthening in the four countries, and partners highly value the support the CEPF and RIT staff continuously provide to the community of CSOs in the Tropical Andes. Overall, the performance of the three-member RIT, as restructured in October 2018, has been excellent. The efforts undertaken to overcome the existing limitations at that moment, as well as their demonstrated coordination capacity and commitment must be praised. Importantly, the demonstrated capacity of the CEPF Secretariat to work and coordinate with three different organizations forming the Tropical Andes RIT must also be recognized. A total of over 35 specific lessons learned and recommendations were identified and included in the report, organized according to the components of the RIT's ToR. The most important recommendations are:

- 1) Identify and appoint an organization with a long in-country presence in Bolivia, and a demonstrated knowledge of the local environmental and socio-political conditions as the RIT member in this country;
- 2) Building on demonstrated capacity, increase efforts to develop alliances and contribute to building better public policies;
- 3) Promote the payment for ecological services as means for supporting biodiversity conservation and local community livelihood;
- 4) Develop a public-access repository to products (reports, information, etc.) generated by CEPF supported projects;
- 5) Through a bottom-up approach, engaging partners, improve the monitoring of impacts from CEPF investment, particularly related to species, benefitted communities and area with enhanced conservation management; and
- 6) Also, through a bottom-up approach, engaging partners, develop a communications strategy aimed at education the public, authorities, political leaders and to demonstrate the collective power of the CEPF community.

I. INTRODUCTION

The Critical Ecosystem Partnership Fund (CEPF) is a joint program of the European Union, l'Agence Française de Développement, the Global Environment Facility, the Government of Japan, the World Bank and Conservation International founded in 2000. Conservation International hosts the CEPF Secretariat.

CEPF is focused on developing and implementing biodiversity conservation strategies in 'Biodiversity Hotspots'¹ around the world. Since its creation, CEPF has supported biodiversity conservation through civil society engagement in 24 out of 36 global Biodiversity Hotspots (BH). Through an investment over US\$242 million and working with over 2,500 civil society organizations, CEPF has contributed significantly to the protection of more than 47 million hectares of 'Key Biodiversity Areas' (KBA), including the creation of over 15 million hectares of new protected areas and direct actions to prevent the extinction of several hundreds of highly threatened species included in the IUCN's Red List. With clear mandates to work with and help strengthen civil society and community organizations, CEPF's work has benefitted well over 3,500 local communities.

I.1.- THE TROPICAL ANDES BIODIVERSITY HOTSPOT

This hotspot comprises the mid and high elevation ecosystems in the mountains of Venezuela's eastern Paria Peninsula and Coastal Cordillera, continuing west and Southwest to include Andean Cordillera of Merida, the binational Perija Cordillera, the Santa Marta Cordillera, the Eastern, central and Western Colombian Cordilleras, and then turning South to follow the vertebral column of the Andean Cordillera in Ecuador, Peru and Bolivia, down to the northerly, tropical portions of the Andes in Chile and Argentina. Of the currently identified 36 BH, the 'Tropical Andes' is without doubt the most biologically diverse, with not less than 30,000 vascular plant species, 1,724 bird species, 981 amphibian species, 570 mammal species and 610 reptile species.² No other BH is home to more species of plants, birds, mammals, and amphibians than the Tropical Andes, which is second only to the Mesoamerica BH in number of reptile species.

The Tropical Andes BH covers an area of 158.3 million hectares, similar to the combined size of France, Spain and Sweden, and contains 442 sites known as 'Key Biodiversity Areas' (KBA), where the highest concentration of threatened biodiversity occurs.

¹ Sensu i) Myers, N. Threatened biotas: 'hotspots' in tropical forests. *Environmentalist* 8, 187±208 (1988)
ii) Myers, N. The biodiversity challenge: expanded hotspots analysis. *Environmentalist* 10, 243±256 (1990), and
iii) Myers, N, R.A. Mittermeier, C.G. Mittermeier, G.A.B. da Fonseca and J. Kent, Biodiversity Hotspots for conservation priorities, *Nature*, Vol.403 (2000).

² NatureServe and Ecodecision, Ecosystem Profile Tropical Andes Biodiversity Hotspot, Critical Ecosystem Partnership Fund (2015), 466 pp.

The Tropical Andes ecosystem profile prioritized 36 KBAs and 7 conservation corridors (connectivity landscapes that comprise two or more KBAs), where CEPF invested a total of nearly US\$10 million between 2015 and 2020. The Tropical Andes ecosystem profile contains detailed information and maps of the hotspot, the KBAs and corridors, in addition to 814 IUCN red listed species and the 171 species identified as high priority.

I.2.- CEPF ENGAGEMENT AND INVESTMENTS IN THE TROPICAL ANDES

Since its creation, the Tropical Andes Biodiversity Hotspot (TABH) has been a priority for CEPF, given the extraordinarily high biodiversity value of this region. Between 2001 and 2013, during the so-called Phase I, the Fund invested a total of US\$7.82 million, targeting the Vilcabamba-Ambooro Conservation Corridor in Southern Peru and Northern Bolivia, and then and then a more targeted funding for results consolidation in the smaller Tambopata – Pilon Lajas corridor, also between these two countries.

A second period of conservation investments (Phase II) was initiated after the completion of the Tropical Andes ecosystem profile. The investment strategy proposed in the ecosystem profile and adopted by CEPF suggest funding work along seven ‘Strategic Directions’ (SDs). The table below (Table 1) provides the SD names and amounts proposed in the investment strategy.

Table 1: Proposed funding allocation by Strategic Direction (SD)

STRATEGIC DIRECTION	ECOSYSTEM PROFILE ALLOCATION	
	AMOUNT	% of Total
1. Improve protection and management of 36 priority KBAs to create and maintain local support for conservation and to mitigate key threats.	\$3,500,000	35.00%
2. Mainstream biodiversity conservation into public policies and development plans in seven corridors to support sustainable development, with a focus on sub-national governments.	\$1,100,000	11.00%
3. Promote local stakeholder engagement and the integration of social and environmental safeguards into infrastructure, mining and agriculture projects to mitigate potential threats to the KBAs in the seven priority.	\$750,000	7.50%
4. Promote and scale up opportunities to foster private sector approaches for biodiversity conservation to benefit priority KBAs in the seven corridors.	\$1,150,000	11.50%
5. Safeguard globally threatened species	\$1,000,000	10.00%
6. Strengthen civil society capacity, stakeholder alliances and communications to achieve CEPF conservation outcomes, focusing on indigenous, Afro-descendent and mestizo groups.	\$1,000,000	10.00%
7. A Regional Implementation Team provides strategic leadership and effectively coordinates CEPF investment in the Tropical Andes Hotspot.	\$1,500,000	15.00%
Total	\$10,000,000	100.00%

Noteworthy that the ecosystem profile did not propose a country split for this investment, as the ever-changing socio-political situation is a key determinant of the final, detailed allocation of funds. However, as indicated by the CEPF Secretariat, given that Colombia and Ecuador have a higher number of priority KBAs based on the prioritization methodology, the two countries were understood to have the possibility of receiving higher investments under SD1. In other

words, the key factors determining budget obligations were a combination of: 1. targets in the logframe; 2. strategically aligned proposals and 3. absorptive capacity for implementation.

Between 2015 and December 2020, aimed at implementing conservation actions on the ground, CEPF granted financial resources to 61 civil society partner organizations in four tropical Andes countries (Colombia, Ecuador, Peru, and Bolivia). Other organizations are equally considered partners, as they also received important financial resources through subgrants from primary CEPF recipients.

Annex I includes a list of partners and key subgrantees. Partner CSOs included international and national NGOs, universities, indigenous and campesino (farmer) organizations and small private conservation enterprises.

II. RIT HISTORY AND CURRENT CONTEXT

As in all hotspots where CEPF invests, an organization was identified to serve as and lead a 'Regional Implementation Team' (RIT). The role of the RIT is to serve as strategic partners to CEPF and facilitate the conservation investments to be undertaken by the Fund. Effective July 1st, 2015, CEPF signed an agreement with the "Fundacion para el Desarrollo del Sistema Nacional de Areas Protegidas de Bolivia "(FUNDESAP), the national environmental fund of that country. FUNDESAP had identified as in-country supporting partners the three other national environmental funds: PROFONANPE (Peru), Fondo Patrimonio Natural (FPN) (Colombia) and Fondo Ambiental Nacional de Ecuador (FAN). Very early in the process of preparing and formalizing the necessary agreements between FUNDESAP and the potential in-country supporting partners, FAN was dissolved by the Ecuadorian Government (FAN never became a formal RIT member). In consequence, this organization was replaced by Fundación Futuro Latino Americano (FFLA) as the local RIT partner. In September 2018, CEPF and FUNDESAP mutually agreed to finalized their RIT agreement.

Because of this change in the original leadership of the Tropical Andes RIT, aiming at not losing momentum during a critical moment in Phase II, CEPF engaged in formal agreements with the three supporting organizations previously mentioned: PROFONANPE, FPN and FFLA. Starting in October 2018, the Tropical Andes RIT became a three-member RIT with each organization having a direct agreement with CEPF. The three RIT members decided not have a RIT Manager, a coordination position that usually exists in all RITs. The result was that the CEPF Secretariat worked directly with the RIT country coordinators, rather than having a RIT manager undertaking that role. Regional tasks were split and reassigned in a coordinated manner.

Table 2: RIT Organizations in the Tropical Andes

Country	Institution	Hotspot-wide Responsibilities
Peru	PROFONANPE	Communications, and monitoring
Colombia and Bolivia	Fondo Patrimonio Natural	Financial sustainability, and long-term strategic vision for the Tropical Andes BH
Ecuador	Fundacion Futuro Latinoamericano (FFLA)	Capacity building of civil society

Currently, there are eight RIT staff, working between 75% to 100% time. Staff names and roles are presented in Table 3.

Table 3: RIT staff

LOCATION	NAME	POSITION / ROLE
Bolivia/La Paz	Jorge Mariaca	National RIT Coordinator - Bolivia*
Colombia/Bogotá	Karol Lorena Cardona	Administrative Officer
Colombia/Bogotá	Martha Liliana Silva	National RIT Coordinator – Colombia
Ecuador/Quito	Paola Zavala	National RIT Coordinator – Ecuador
Ecuador/Quito	Christian López	Financial Specialist
Peru/Lima	Odile Sanchez De la Cruz	National RIT Coordinator – Peru
Peru/Lima	Noelia Fernanda Nuñez	Hotspot Communications Officer
Peru/Lima	Claudia Zarate Castañeda	Technical Administrative Assistant

* Reports to Fondo Patrimonio Natural, Colombian RIT Member.

As the Tropical Andes RIT became structurally very different than other implementation teams around the globe, with only one organization signing the RIT agreement with CEPF, the assessment of its performance may give CEPF the opportunity to test different organizational hypotheses and compare efficiency and effectiveness of two models.

III. EVALUATION OF LESSONS LEARNED FROM THE RIT PERFORMANCE

On September 16th, 2020, as the end of Phase II of investments in the Tropical Andes Biodiversity was coming to an end and a Phase III is foreseen in the near future, CEPF called for interested parties to submit proposals for an ‘Evaluation of Lessons Learned to Inform Reinvestment in the Tropical Andes Biodiversity Hotspot’.

As stated by CEPF, the objective of the evaluation is to inform investment decisions for the next phase of CEPF investment in the TABH in the following ways:

- ✓ First, the evaluation will inform decision-making by the CEPF donors regarding selection of a RIT for the next phase of investment by evaluating the performance of the incumbent RIT and reviewing the institutional landscape for potential competitors;
- ✓ Second, the evaluation will enable the design of RIT proposals that incorporate lessons learned regarding the programmatic and management approaches adopted by the incumbent RIT; and
- ✓ Third, the evaluation will inform the preparation of a new ecosystem profile for the hotspot, by documenting challenges and opportunities encountered by the RIT while implementing a grants program to engage and strengthen civil society in conserving globally important biodiversity in the social, political, and institutional context of the hotspot.

The evaluation will investigate the performance of the RIT members in relation to their formally agreed duties in the RIT's Terms of Reference, as well as on evaluation criteria and themes:

RIT's Terms of Reference:

1. Coordinate CEPF investment in the hotspot;
2. Support the mainstreaming of biodiversity into public policies and private sector business practices;
3. Communicate the CEPF investment throughout the hotspot;
4. Build the capacity of local civil society;
5. Establish and coordinate a process for large grant proposal solicitation and review;
6. Manage a program of small grants of US\$20,000 (US\$50,000 or less in select approved regions);
7. Monitor and evaluate the impact of CEPF's large and small grants;
8. Lead the process to develop, over a three-month period, a long-term strategic vision for CEPF investment; and
9. Reporting.

Criteria for Evaluation:

- i) Relevance,
- ii) Efficiency, and
- iii) Effectiveness

Evaluation Themes:

- iv) Coverage,
- v) Impact,

- vi) Accessibility, and
- vii) Adaptive management.

The complete terms of reference for the evaluation can be found in Annex II.

IV. METHODOLOGY

As per the Terms of Reference (ToR) of the evaluation, the evaluation team considered the *performance* of the RIT members in relation to the three components indicated in the previous section. The evaluation work has been conducted through virtual means.

The evaluation team is formed by: i) Hugo Arnal, based in Ecuador, conservation biologist and Tropical Andes specialist; ii) Sibora Dhima, based in Colombia and Albania, project, and organizational development specialist; and iii) Rodrigo de la Cruz, based in Ecuador, member of the Kichwa Cayambi nation and specialist on indigenous people rights.

Preliminary information gathered through the public web pages of CEPF and the Tropical Andes Biodiversity Hotspot allowed for the preparation of the methodology below, which was subsequently adapted as needed during the evaluation process.

Technical Approach

As required by the evaluation's ToR, RIT members performance was reviewed against three evaluation criteria and four evaluation themes, in addition to over fifty-one duties grouped in nine categories as described in the RIT terms of reference. Figure 1 describe some relationships among these three blocks of parameters and duties. The evaluation's ToR also required looking into how relevant were the activities undertaken by RIT members in relation to the RIT's Terms of Reference (RIT-ToR). RIT duties are also explicit in Strategic Direction 7, about strategic leadership and coordination of CEPF investments through a Regional Implementation Team (Profile of the Tropical Andes Hotspot, page 276). Figure 1 presents some of the relationships among the RIT-ToR and the evaluation criteria and themes.

As a result of these relationships, we emphasized the work and interviews on RIT-ToR components and duties, and then continued with the evaluation of Criteria and themes. Duties required a more detailed analyses of documents. For instance, just to mention one example, to evaluate the 'Relevance' of RIT activities in relation to the geography of the Hotspot required reading summaries from the monitoring platform, as well as analyzing the semi-annual performance reports and summary data of grant portfolio. Even more, some parameters and duties were better evaluated by a combination of data gathered from the documents and reports, and interviews with CEPF Secretariat, RIT members and selected grantees. Table 4 provides the names of the 37 CEPF partners interviewed, slightly over half the total number of partners engaged during the five years of Phase II. This stratification follows the classification of civil society organizations used in the Tropical Andes ecosystem profile (page 151).

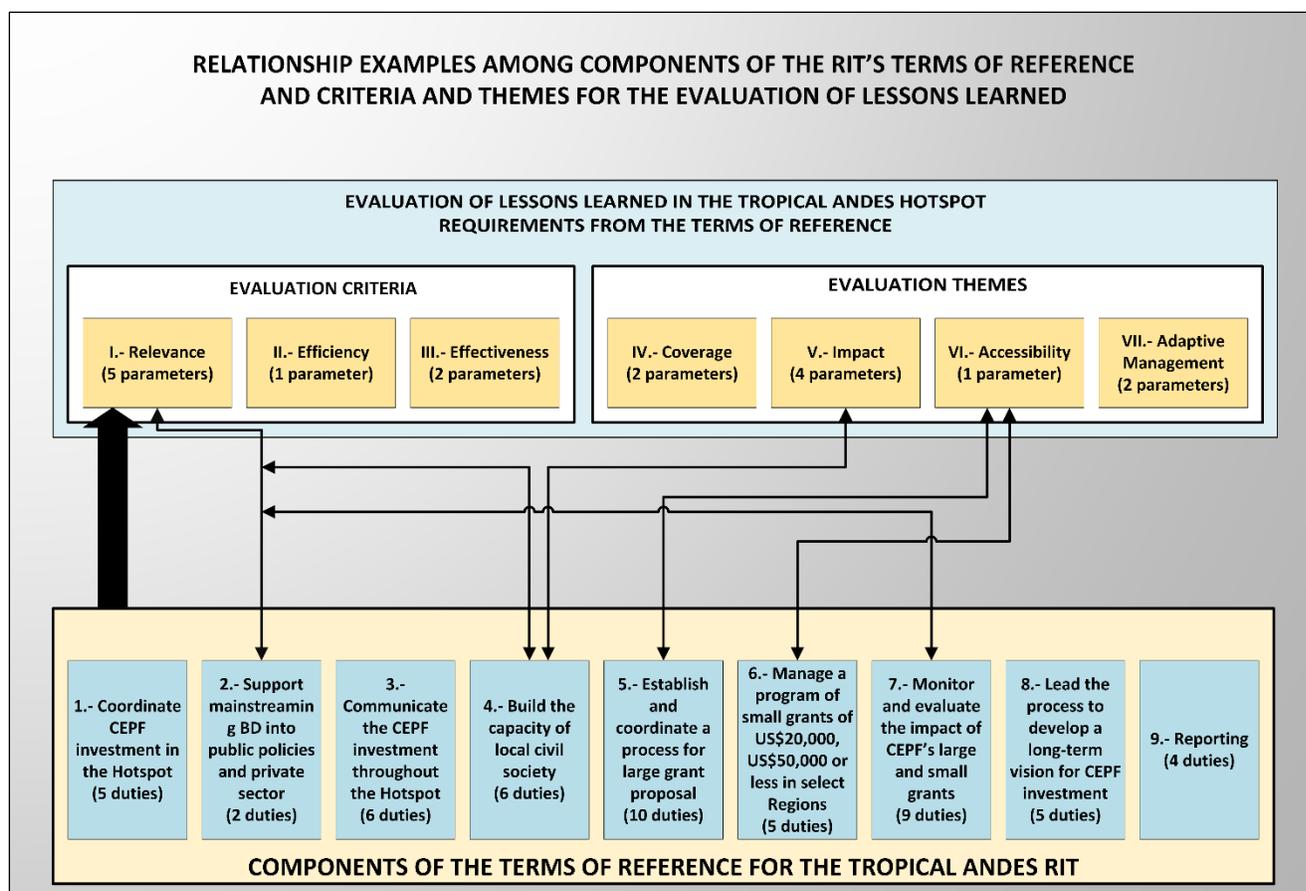


Figure 1: Relationship examples among RIT-ToR and the evaluation criteria and themes.

In total, 57 staff from 37 partner organizations and CEPF participated in at least 46 interviews (see Table 4 below for the list of participating organizations and Annex III for the list of interviewees). Interview duration was between two and three hours each. In addition to interviewing the executive directors of the three RIT member organizations, some RIT coordinators were interviewed twice or even more. Four CEPF staff were also interviewed. The IUCN US's former project officer running the "Assessing the risk of extinction of plants and updating Key Biodiversity Areas in the Tropical Andes" project was interviewed too. An exchange meeting was held with Pippa Heylings and Robert Bensted-Smith, from Talking Transformation Inc., who are preparing the long-term vision for the TABH, under contract with RIT member Fondo Patrimonio Natural (FPN). Importantly, the lead consultant attended the presentation of results of the on-line training course organized by BYOS and the Universidad Andina Simon Bolivar, at the request and with financial support of FFLA, the Ecuadorian RIT Member.

As the interviews progressed, considering specific findings, brief questionnaires were sent via email to RIT coordinators and select partners, including indigenous organizations. Among the topics being inquired at that moment we had: work load on RITs, time management, capacity development among small organizations, etc.

Table 4: Partner organizations interviewed.

COLOMBIA	ECUADOR	PERU	BOLIVIA
RIT MEMBER			
Fondo de Patrimonio Natural	Fundación Futuro Latino Americano (FFLA)	PROFONANPE	Fondo de Patrimonio Natural
International			
National Audubon Society	Conservation International Ecuador		Conservation International Bolivia
			Wildlife Conservation Society (WCS)
National			
Asociación para el Estudio y Conservación de las Aves Acuáticas en Colombia	Fundación EcoCiencia	Asociación de Ecosistemas Andinos	ONG Asociación Boliviana para la Investigación y Conservación de Ecosistemas Andino Amazónicos "ONG ACEAA"
	Fundación Altrópico	AVISA SZF	Fundación para el Desarrollo de la Ecología
		APECO	
		SOCIEDAD PERUANA DE DERECHO AMBIENTAL	
		CORDIBI	
Sub-National / Local			
CORPORACIÓN PARA LA GESTIÓN AMBIENTAL BIODIVERSA	Fundación Arcoíris	Servicios Educativos Promoción y Apoyo Rural	
Fundación de Conservación y Desarrollo Sostenible (FCDS)	Mindo Cloudforest Foundation		
Fundación Trópico			
Fundación Ecológica los Colibríes de Altaquer (FELCA)			
Indigenous, Campesino and Community-based			
Asociación de Autoridades Tradicionales y Cabildos Indígenas Awá, Organización Unidad Indígena del Pueblo Awá	Corporación Microempresarial Yunguilla CMY	Yunkawasi	Consejo Regional T'simane Mosenes Pilon Lajas
Asociación de productores agroecológicos del municipio de San José del Palmar-Choco ASOPALMAR	Centro Awá Pambilar	ECA Chayu Nain	
Asociación Campesinos Agroecológicos PNR El Duende	Federación de Centros Awá del Ecuador		
Resguardo Palmar Imbi			
Resguardo Pialapí Pueblo Viejo (Proyecto La Planada)			
Academia			
	Univ. Técnica Particular de Loja		
	ECOLAP, Univ S. Fco de Quito		

Interview Methodology

Interviews were conducted through virtual means, mainly Zoom but also telephone calls, and information collected was documented on a MS-Excel format prepared for this occasion. Annex IV contains a sample of this format (with slightly different layout as to be accommodated in this evaluation report). One Excel workbook was used for each interview. At the same time, with authorization from the interviewees, most interviews were recorded. Video and/or voice recordings are confidential and will be kept on file for a prudent period (six months), after which they will be deleted. Interviewees were provided access to their videos and voice recordings; in case they wanted to recheck or download them.

As summary data from the CEPF projects database became available to the consultancy team, some descriptive statistics analyses were possible. Among other aspects, determining whether there were biases in the investments was of interest.

Review and analyses of documents made available by the CEPF Secretariat and RIT members have served as important sources for evaluating RIT members performance against several parameters and duties, including among others: i) CEPF’s Global Monitoring Framework; ii) Accessibility (complemented by descriptive statistics); iii) several communications duties and products (Component 3 of the RIT-ToR); iv) capacity needs assessment and other duties of the RIT-ToR capacity building component; v) several duties related to establishing and coordinating grant proposal solicitation and review (RIT-ToR, Component 5); vi) several duties included in Component 6 of the RIT-ToR (Management of a small grants program); vii) functions and duties in the RIT’s ToR monitoring and evaluation component (Component 7); viii) RIT-ToR Component 8 about the development of a long-term strategic vision for the Hotspot; and ix) all duties on the reporting component of the RIT-ToR (Component 9).

From information gathered through the interviews, the consultancy team extracted lessons learned and recommendations according to confirmed or perceived impacts and the frequency with which interviewees confirm the use of different practices (see the chart below). The scheme below shows the sequence used to identify best practices, potential best practices, and potential innovations.

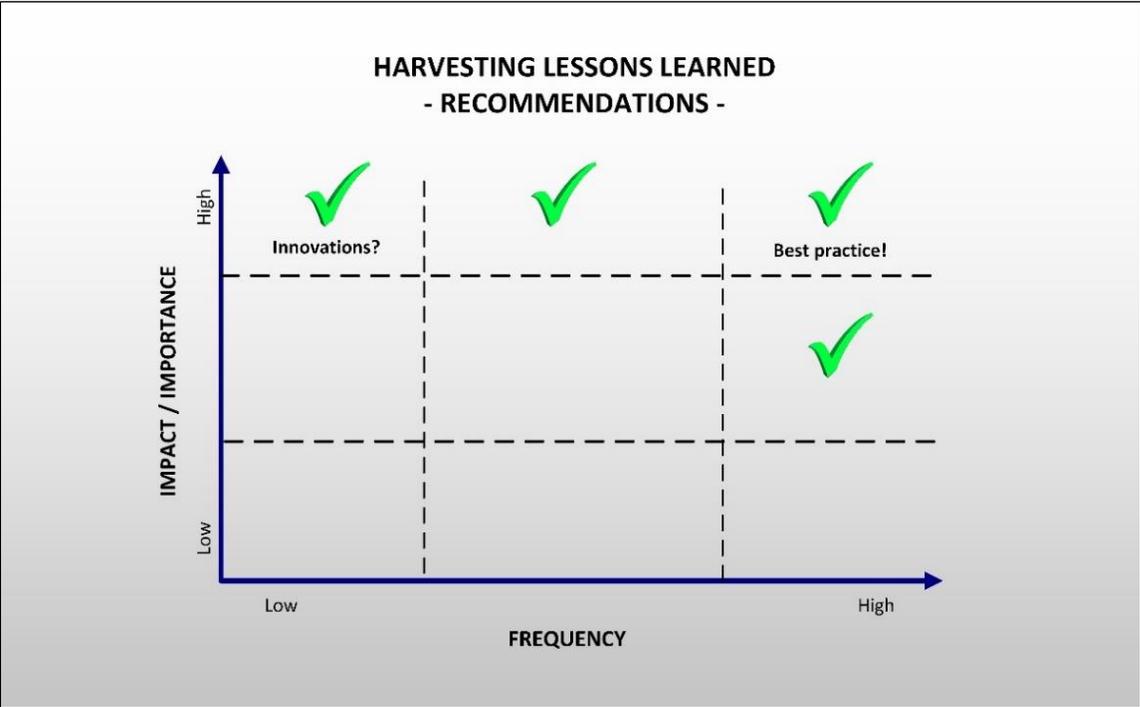


Figure 2: Identifying Lessons Learned and Recommendations

V. SPECIAL FACTORS AFFECTING RIT PERFORMANCE IN THE TROPICAL ANDES DURING PHASE II

Several unexpected and high impact factors emerged over the five-year period of the Tropical Andes Phase II, influencing the performance of the RIT and its members. Some factors were external, while other were inherent to the RIT members themselves. The following is a brief description of the four factors considered significant in relation to the RIT functioning and efficiency.

RIT RESTRUCTURING

Between September and October 2018, the structure of the Tropical Andes RIT changed from one organization leading it with support from three other national organizations, to having these three organizations signing direct agreements with CEPF. The new structure meant a different way of working for all three RIT Members but also for the CEPF Secretariat. Now, the CEPF staff needed to work with four country coordinators and three in-country organizations, each with specific regional responsibilities. This RIT became a unique case among the many implementing teams across the world. This change proved to be very beneficial. For example, it led to finally granting small donations in three countries (Colombia, Ecuador and Peru) and to increase expenditure in select strategic directions (SD6). Lessons learned collected in this evaluation document the benefits and limitations of this new RIT structure, with the first outweighing significantly the later.

SECURITY PROBLEMS AFFECTING PARTNERS IN COLOMBIAN KBAs

Personal security in some of Colombia's KBAs and corridor imposed severe limitations for investments on the part of CEPF. For instance, some regions such as the Sierra Nevada de Santa Marta and South Munchique corridor were excluded from the program. Furthermore, according to reliable sources, more than 450 activists and human right defenders have been killed after January 2016, including more than 121 indigenous leaders since August 2018. In October 2019, a massacre occurred in the Nasa Tacueyo Indigenous Reserve.

2019 ELECTORAL PROTESTS IN BOLIVIA

Right after the general elections in this country, on October 20th, 2019, major demonstrations and riots started claiming that the elections were fraud. Parties in favor and against incumbent President Morales clashed for several weeks, paralyzing the country, and inflicting severe damages to the economy and private properties. At the end, a transition government took charge and a period of governmental instability with high turnover of authorities started. New elections took place on October 2020, just a few months before the initiation of this

consultancy. Still, the government instability has not ceased, and mixes with the impact of COVID-19.

OCTOBER 2019 RIOTS IN ECUADOR

Triggered by the elimination of subsidies to fossil fuels, major demonstrations took place across the country, opening the space for violent riots and important destruction of public and private properties. As several deaths and the number of wounded people escalated, the country was shockingly paralyzed for nearly six weeks. Most economic and educational activities were halted for weeks. The riots in Ecuador intensified turnover of governmental authorities at all levels, including the Environment Ministry. It should be noted that, since late 2018, there have been several changes of Minister and undersecretaries at the Environment Ministry.

LAVA JATO AND TURNOVER OF PERUVIAN PRESIDENTS 2018-2020

The Lava Jato case, in which giant Brazilian firm Odebrecht was accused of bribing governmental authorities in many countries, had major consequences in Peru. Not only a former president of the country was detained on corruption charges (while in the US), but the scandal led to having four presidents in two years. Even more, Peru went through the strongest protests in more than two decades.

STAFF CHANGES IN RIT MEMBERS

The new RIT members went through several staff changes since the moment they signed their agreements with CEPF. Fondo Patrimonio Natural has had two different RIT coordinators between October 2018 and the closing of Phase II. At the time, FFLA had a change in leadership (executive director) and three different people in the RIT coordinator position. Those changes probably had impacts in the performance of their organization, as the perception of some interviewees suggests.

COVID-19 PANDEMIC

It is clear around the world that the COVID-19 pandemic has severely affected the work of the conservation and social development not-for-profit organizations. Similar to actions taken by many aid agencies to mitigate the impact of COVID-19, CEPF conducted its own assessment of the situation and established very strict protocols to ensure that its activities would not contribute to expand the infection and increased the sad fatality toll of this novel disease.

Several of the grant contracts active in early 2020 were amended (47 in total³), more than in any other hotspot were CEPF operates.

³ Michele Zador personal comm.

In a survey conducted by CEPF among its partners, aimed at learning how the pandemic was affecting them and their work, over 80% of global respondents indicated the need to cancel up to 25% committed deliverables. Moreover, nearly 90% of global partners reported having observed an increase in the economic vulnerability of local community, while 50% suffered a decrease in their conservation activities. Extreme situations have arisen as more than half the partners reported a reduced capacity of governments for managing protected areas and natural resources.

Many if not most partners and RIT members in the Tropical Andes got involved in aid and mitigation activities, from helping secure livelihoods, as done by the ECA Chayu Nain Communal Reserve in Peru, to installing radiocommunication equipment in the Colombian Awa territory. An article summarizing some key activities undertaken during the pandemic could be found at <https://www.cepf.net/stories/conservation-time-covid-19>.

VI. TROPICAL ANDES: KEY NUMBERS AND INFORMATION

Partner and project names, grant amounts, project start and end dates, and strategic direction of the projects have been provided by CEPF in a Salesforce⁴ report dated November 11, 2020. As the dynamic of amending and closing projects is brought to a definitive closure, the numbers use in this report may become slightly outdated, though no major variations are expected.

As indicated above, CEPF signed 72 large grant contracts while the RIT members signed additional 31 small grant contracts, bringing the total number of contracts to 103, involving 61 civil society organizations (CSO). Three large grants to RIT members (FPN, FFLA, PROFONANPE) are designed to cover subgrants for small grant mechanisms. To avoid double-counting, those three grants are not taken into consideration in the statistics that follow. Two additional entries in the Salesforce database refer to project proposals that were ‘frozen’ and did not continue being developed (the wording in the database is suspended).

After a call for proposals, CEPF and RIT member receive a high number of large and small applications respectively. This process is the source of the vast majority of grant contracts that CEPF and RIT members sign. Still, there are a few occasions in which select organizations are invited to prepare and submit a grant application. In these circumstances, the invitation is aimed at solving specific problems or generate data, and the invitee is an organization well known in a thematic field. Such is the case of Fundación EcoCiencia, who received a small grant to update the prioritization of KBAs in the Ecuadorian portion of the hotspot, as part of a process to prepare a concept paper to Germany’s KfW, to receive funding for Ecuador.

⁴ Salesforce is a customer (partners, donor, etc) relationship management software focused on customer service, marketing automation, and analytics, among other aspects (<https://www.salesforce.com/>).

VI.I. FUNDING PROPOSAL CALLS

According to the 'Annual Portfolio Review 2020', the following table shows the dates and countries of the calls during the second phase of investments in the TABH. These are open calls.

TABLE 5: Calls for funding proposals and applications received for Large and Small grants.

No.	Release Date	Due Date	Geographic Focus	Large	Small
1	20 October, 2015	13 December, 2015	Bolivia	36	5
2	2 December, 2015	17 January, 2016	Bolivia, Peru	31	5
3	15 December, 2015	22 January, 2016	Colombia	38	-
4	19 September, 2016	25 October, 2016	Bolivia	16	5
5	6 October, 2016	16 November, 2016	Colombia, Peru, regional	48	25
6	25 October, 2016	29 November, 2016	Ecuador	27	12
7	17 January, 2018	20 February, 2018	Bolivia, Colombia, Ecuador, Peru, regional	80	44
8	20 November, 2018	7 January, 2019	Bolivia, Colombia, Ecuador, Peru, regional	65	6
TOTAL				341	102

(From the Tropical Andes Annual Portfolio Review 2020)

These dates represent a peak in activities, as all proposals need to be reviewed and letters to applicant must be sent. It is convenient to note that year 2018 received more applications (195) than the previous three years combined. Each call represents a major peak in activities, including reviews by RIT coordinators and CEPF staff, and involving the 'National Proposal Review Committee' (CONREP). Then, approval decisions must be communicated to applicants, with a brief explanation of the reason for rejecting the proposal. The process is fair and transparent, but certainly time consuming. As calls for proposals are posted, always with a clear geographic scope, grants are approved to ensure that priority areas are blanketed by the projects. Nonetheless, for impeding circumstances, some priority KBAs did not receive the desired support (e.g., guerilla and safety concerns). Such is the case of Sierra Nevada de Santa Marta, Colombia, an area with extremely high endemic biodiversity.

The inclusion of countries in the eight calls was uneven. For instance, Bolivia was included in five proposal calls, starting in 2015, whereas Ecuador was included in only three calls, starting in late 2016 (a year later). These differences may help explain total number of projects and investment per country.

VI.II. NUMBER OF GRANT CONTRACTS BY COUNTRY BY SIZE

The total number of projects per country varies in important ways, mainly due to variations in the number of small grants.

TABLE 6: Number of grants per country, including a RIT grant in each country.

COUNTRY / REGIONAL	GRANT SIZE		TOTAL
	LARGE	SMALL	
Colombia	17	9	26
Ecuador	17	7	24
Peru	16	11	27
Bolivia	17	3	20
Regional	2	1	3
TOTAL	69	31	100

The number of the large grants is fairly homogenous across the countries. On the contrary, the number of small grants contracted presents a significant lower number in Bolivia, the country that lacks an institutional RIT member since September 2018. Across the four countries, all but two small grants (29 out of 31) were approved in 2019, after formal RIT agreements had been signed with solid, capable in-country institutions in Colombia, Ecuador, and Peru (all three in October 2018).

It seems that counting with a highly capable, in-country institution serving as the local RIT Member makes a significant difference in the number of small grants, and consequently in the total number of projects.

VI.III. INVESTMENT BY COUNTRY

CEPF investments in the four countries varies moderately, with a total of \$9,636,736.63 as of November 11th, 2020. The difference between the country receiving the largest amount of money, Colombia (\$2,408,167.36), and the country receiving the least amount for funding, Ecuador (\$2,147,827.66), is around 10%.

The call for proposals from January 2018 gave similar priority to all 36 KBAs and 7 corridors in the hotspot. Given the very high number of KBAs in Ecuador and Colombia (see Annex V), the November 2018 call for proposals had a narrower geographic scope and prioritized specific KBAs in Ecuador (6 KBAs) and Colombia (5 KBAs). At the end of Phase II (December 2020), despite this effort, Ecuador ended with the lowest investment of the four countries, and with less grants approved than neighboring Colombia and Peru.

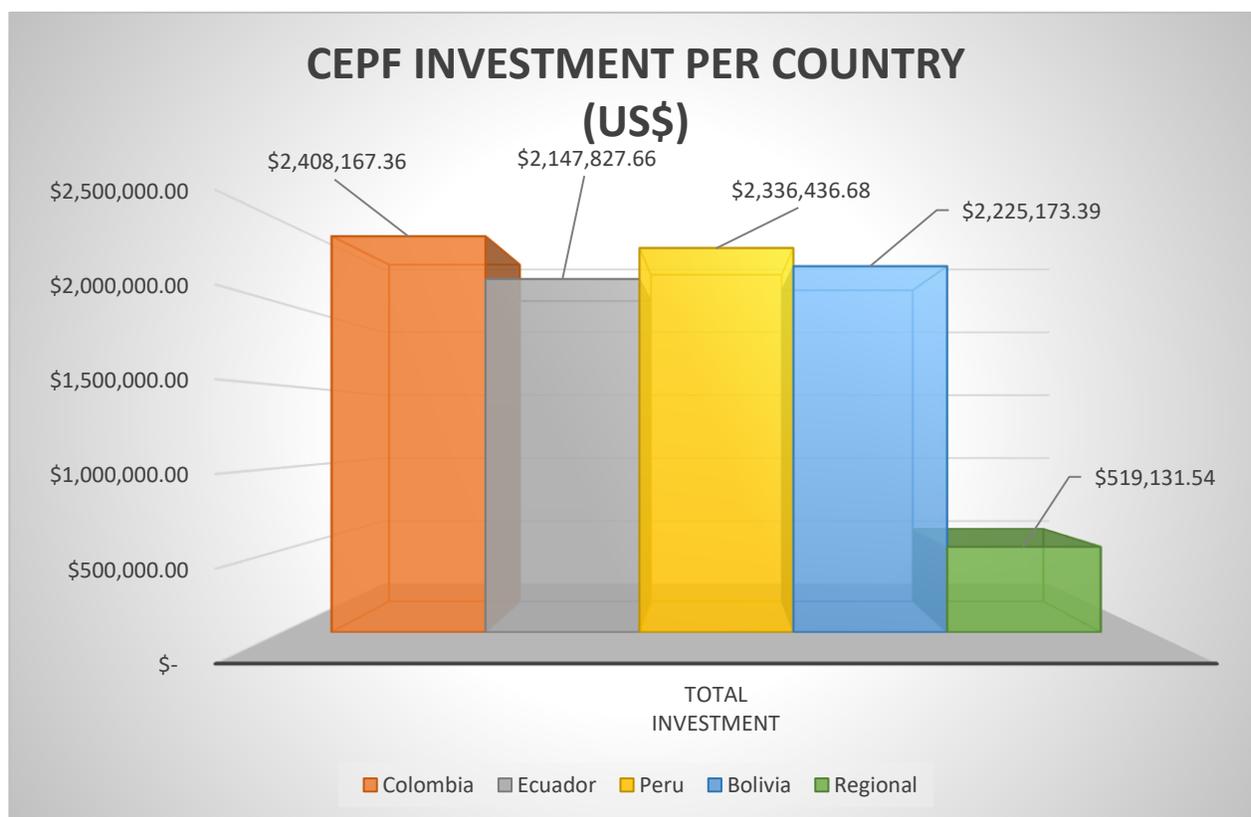


Figure 3: CEPF investment at country and regional levels
(Regional funds include US\$30,000 to cover consultancy fees for the TA visioning exercise)

The reasons for these final numbers in the case of Ecuador are unclear. Table 7 provides a summary of total amount granted and granting rate for large and small grants in the four countries (not counting SD7 grants to RIT Members). Clearly, a significant effort was undertaken to increase large grants in Ecuador. In the case of small grants, in Ecuador, the total amount granted and the granting rate were the lowest among the three countries.

Table 7: Granted amounts and granting rate in four countries (RIT managed grants in Ecuador include the small grant to BYOS s.r.l. for the regional on-line training course, for a total of eight small grants).

Country	LARGE GRANTS			RIT MANAGED GRANTS		
	Months granting window (Termina 2020/12)	Toptal Investment Signed	Investment / Month	Month granting window (2018/Oct - 2020/Dec)	Inversión Contratada	Inversión / Mes
Bolivia	60	\$1,823,420.19	\$ 30,390.34	2015-07-01 a 2018-09-30	\$3,460.00	
Colombia	59	\$1,757,112.64	\$ 29,781.57	26	\$286,192.00	\$11,007.38
Ecuador	48	\$1,694,479.46	\$ 35,301.66	26	\$219,541.00	\$8,443.88
Peru	59	\$1,602,323.02	\$ 27,158.02	26	\$303,275.00	\$11,664.42
Promedio			\$ 30,430.69		\$812,468.00	\$10,371.90

VI.IV. INVESTMENT PER STRATEGIC DIRECTION (SD)

Proposed investment per strategic direction was established in the ecosystem profile. These proposed allocations only served as guidelines for structuring projects and approving grants. As the calls for proposals were posted, investments in the different grants were coded under a giving SDs (final correct SD codes were received on February 13th, 2021). Any unobligated funds will be carried over to Phase III in the Tropical Andes.

Table 8: Investment per Strategic Direction

STRATEGIC DIRECTION	ECOSYSTEM PROFILE ALLOCATION		TROPICAL ANDES B.H. TOTAL OBLIGATIONS (As per data from CEPF 02/13/2021)	
	AMOUNT	% of Total	AMOUNT	% of Total
1. KBAs strengthening	\$3,500,000.00	35.00%	\$3,994,087.95	41.45%
2. Mainstreaming biodiversity	\$1,100,000.00	11.00%	\$627,064.96	6.51%
3. Threats mitigation	\$750,000.00	7.50%	\$635,019.29	6.59%
4. Private sector	\$1,150,000.00	11.50%	\$1,007,704.10	10.46%
5. Species conservation	\$1,000,000.00	10.00%	\$1,305,250.39	13.54%
6. Civil society strengthening	\$1,000,000.00	10.00%	\$560,076.94	5.81%
7. Regional implementation team	\$1,500,000.00	15.00%	\$1,507,533.00	15.64%
Total	\$10,000,000.00	100.00%	\$9,636,736.63	100.00%

Table 8 shows significantly smaller than suggested investments in two strategic directions: strengthening of civil society organizations (SD6) and mainstreaming biodiversity into public policies and private sector best practices (SD2). It is important to indicate that more than 73% of the investment in SD6 took place during the last two years of the Tropical Andes Phase II (2019 and 2020), with over 36% in 2020.

VI.V. COMMUNICATIONS

Upon the signing of individual RIT agreements with Fondo Patrimonio Natural, FFLA and PROFONANPE, this latter organization committed to lead regional communications for the CEPF community at Tropical Andes level. A Tropical Andes Hotspot web page (<http://andestropicales.net/>) came public in April 2019, followed by a Facebook fan page in July 2019 (<https://www.facebook.com/AndesTropicalesCEPF/>), and an Instagram account (hotspotandestropicales; <https://www.instagram.com/hotspotandestropicales/>) in March 2020.

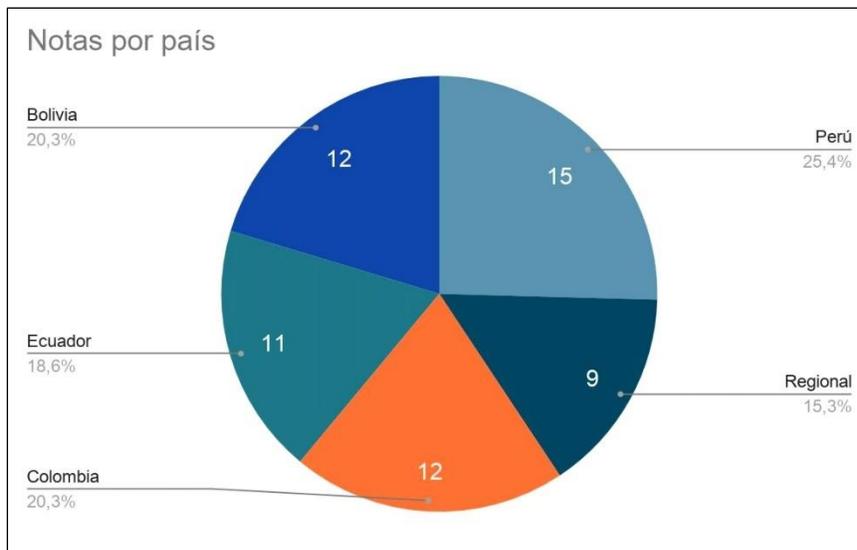


Figure 4: Web page notes per country (from PROFONANPE, 22/12/2022)

The web page has seen 41,262 visits since its creation, with a total of 57 posts over 22 months and an average of 39 visits/day; see Figure 4 for a breakdown of number of notes per country⁵.

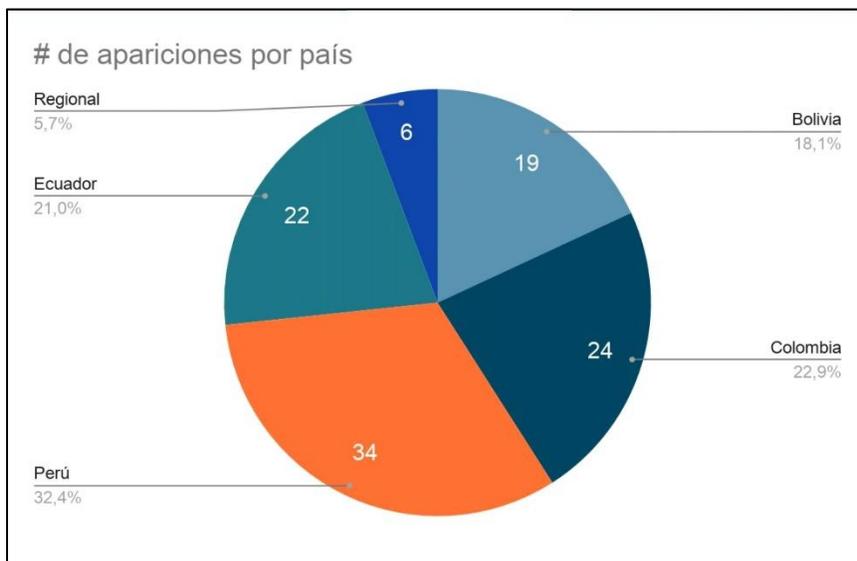


Figure 5: Social media posts per country (from PROFONANPE, 22/12/2020)

At the same time, the Facebook page has nearly 3,000 followers and 133 posts have been shared publicly since its creation. An informative post from January 2020 reached over 75,700 people! A very high reach. The Instagram account was created January 2020, right at the start of the pandemic, and has 227 followers, with a total of 31 posts. The following figure shows the breakdown of social media posts per country.

⁵ These numbers come from a detailed report prepared by PROFONANPE. This report is found in Annex VI.

Starting August 2019, the periodical bulletin ‘ConectAndes’ appeared. Eight issues have been published and distributed to 545 people (check <http://andestropicales.net/documentos/>). Equally important, other communications products were published, such as the 2019 and 2020 Projects Portfolios, the 2021 Hotspot calendar and a beautiful hotspot brochure.

PROFONANPE, the RIT Member leading the communications component, prepared a nice report on communications activities in 2019 and 2020, with strategic considerations for near future.

VI.VI. BUILDING THE CAPACITY OF CIVIL SOCIETY

The Civil Society Tracking Tool (CSTT) provides information about organizational capacity among 47 national partners from the four countries, and how they improved over the project period by comparing CSTT scores at the beginning and end of projects. The CSTT uses five major factors: 1) human resources; 2) financial resources; 3) management systems; 4) strategic planning; and 5) delivery. Each factor contemplates several indicators. This tool is aimed at measuring *“the capacity of the organization to effectively plan, implement and evaluate conservation actions”*.

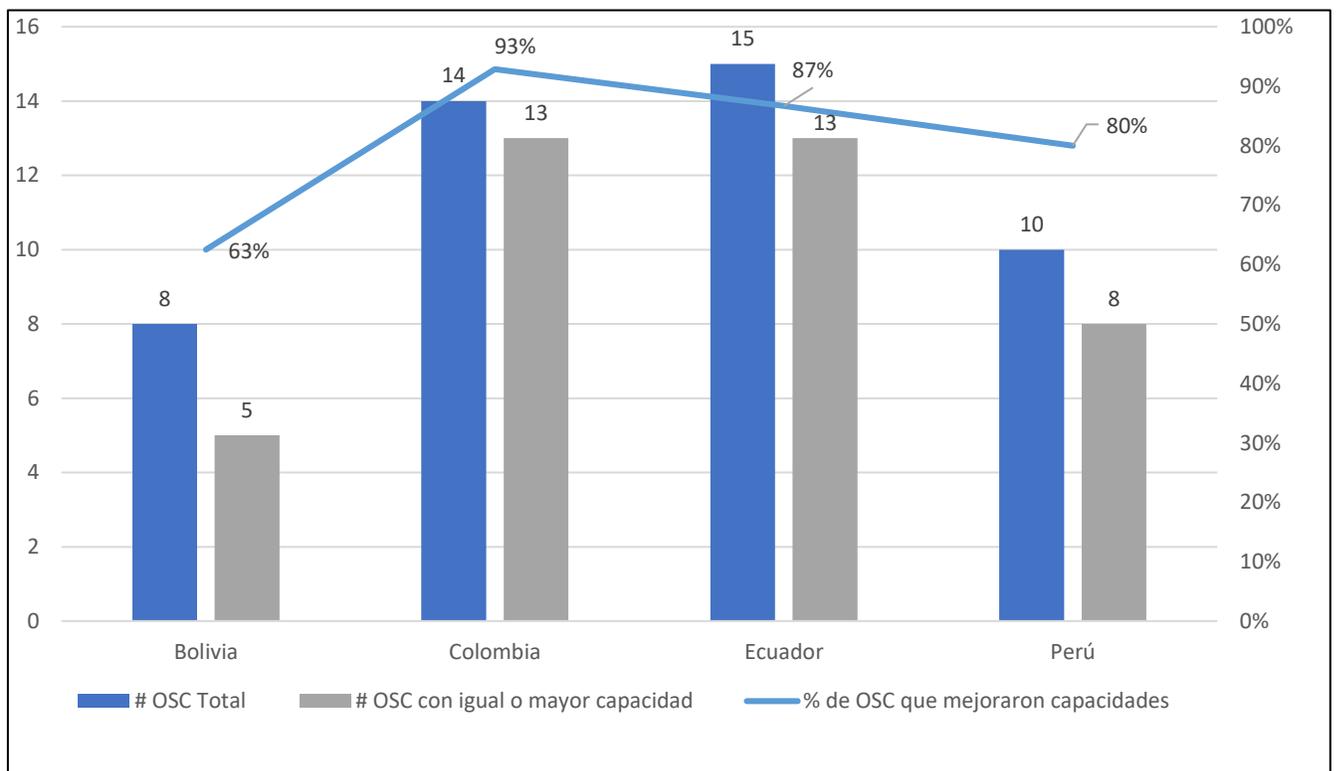


Figure 6: Number of organizations that increased their capacities during the project implementation period (from FFLA and PROFONANPE, 02/09/2021)

As shown in the chart above, important capacity gains occurred in Colombia, followed by Ecuador and Peru, but only modest gains were achieved in Bolivia. The most important gains occurred on management systems and strategic planning.

The gains in institutional capacity as measure by CSTT seem to be solid and unquestionable. Major jumps in their capacity (10 points and more) have been documented by eight organizations, 10 organizations have a score between 80 and 89, and 2 have a score of 90 or higher.

According to the CSTT methodology, the same factors and indicators are used to evaluate private universities, not-for-profit CSOs, local programs of international NGOs (locally incorporated), and indigenous grass-root organizations. The Ecosystem Profile sets four main objectives within SD6. After several years of project implementation, a natural question is whether those factors and indicators really appraise adequately the progress of this diversity of organizations toward the objectives set by CEPF. Another factor to take into consideration in such analysis is that the same questionnaire is used for both small grants (6 months) and large grants (1 year or more), and a natural question would be whether there are any effects that the project period may have on improving institutional capacities. Basically, unless exceptional circumstances, it would be unrealistic to expect that small grants could delivered major institutional capacity improvements.

Evaluating lessons learned from the RIT performance and gathering the information related to SD6 has not been straightforward. On one side, the improvements and benefits to partners are clear. On the other side, investments accounted for in SD6 seem to show that the total was around 40% lower than originally proposed (at total level for the Hotspot). The reality is that many projects, disregarding the strategic direction (SD) to which they are assigned, include institutional development components. This situation 'hides' the real investment on capacity building.

For instance, CEPF estimates that 81 of the 100 projects (grants) include some capacity building component (see ANNEX VII for a complete list of partners, grant names, amounts and other detailed information). Furthermore, as indicated by CEPF staff, *"of the 80 grants aligned with SD1 to SD5 (those that fall outside of direct "capacity building"), 62 had capacity and alliance building deliverables and activities, equal to 77% of "non-capacity building" grants"*. An excellent example to point out is the strategic planning activities undertaking by Mindo Cloudforest Foundation (MCF), granted a large donation to work on sustainable finances (SD4) in Northwestern Ecuador. MCF has been working on bird and habitat conservation, as well as on restoration, for the past 18 years. Still, the organization did not have a strategic plan neither it had updated operations handbook and bylaws. Thanks to an allocation for capacity building within an SD4 project, MCF was able to complete its strategic plan and operations handbook, and updated bylaws has recently been approved by its assembly, all of which results in a stronger governance.

A similar situation has been verified in the case of 'Resguardo Pialapí Pueblo Viejo'. This partner received a grant for the preparation of the management plan for the community-owned reserve 'La Planada', a large area with very high Andean biodiversity. Within this SD1 project, several capacity building activities were included; e.g., the community received significant training on administration and operations.

An even more striking example of capacity building activities included in projects pertaining to SD1 through SD5 is the grant to Serraniagua for community conservation in the Serranía de los Paraguas, in Colombia. Because of the project's own nature, significant capacity building activities were implemented. Still, this project is categorized as a SD1 project.

When requesting more detailed information about capacity building activities included in strategic directions other than SD6, a long list was compiled: training on global positioning system (GPS)', training on 'biological cycle of trigger species', preventing COVID-19 in indigenous communities, installing radio-communication systems, teaching and promoting artistic expressions, among others. The question that emerges with such list is how well those activities fit into the different indicators and factors of the CSTT. Are these activities normally considered in other capacity building methodologies like CIVICUS or the Global Civil Society Index (GCSI)? Up to what point the concept of capacity building could be stretched out as to include general community improvement, emergency management, infrastructure development? Those are important questions that fall out of the scope of this consultancy, but ought to be answered by CEPF.

VII. EVALUATION OF LESSONS LEARNED FROM RIT MEMBERS PERFORMANCE

Instructed in the terms of reference of the consultancy, this report includes individual sections for each country. The country sections follow the RIT's terms of reference, the evaluation criteria, and themes. A subsequent section summarizes the findings and includes additional data that help a better identification of lessons learned.

VII.1.- BOLIVIA

As indicated above, RIT representation in Bolivia changed in late 2018. Since October 2018, no RIT member organization has been present in this country. However, the RIT Member for Bolivia is 'Fondo Patrimonio Natural' (FPN), with headquarters in Bogota, which contracted a local senior conservation specialist as the Bolivian RIT Coordinator. The Bolivian RIT coordinator is well known in his country, and many Bolivian interviewees indicated that Bolivian partners did not see a RIT but just a stand-alone Coordinator reporting to the CEPF Secretariat. The Bolivian RIT Coordinator received technical support from staff from FPN as well as from other RIT members (PROFONANPE and FFLA), but he also provided significant support and know-how to other country coordinators (E.g., on the use of the Conservation Grants platform). Partners interviewed praise very highly the support from the Bolivian RIT Coordinator. During Phase II in Bolivia, 19 projects were approved (approx. 20% less than for other countries), with an investment of US\$2,225,173.39. During that same period CEPF only contracted three small grants in Bolivia, compared with 11 in Peru and 8 in Ecuador (which includes the only regional small grant).

A first strong lesson seemingly emerging from this situation is that the presence of a local organization fulfilling a RIT role is an important factor to support CEPF's small grant-making and partnership development.

VII.1.1.- RIT'S TERM OF REFERENCE

COORDINATE CEPF INVESTMENT IN THE HOTSPOT

According to interviewees, as expected in any major program that is just starting, the initial capacity of the RIT to undertake the duties in this component had to go through a steep learning curve. With the incorporation of the RIT Coordinator, coordination improved and until now the communications have been very fluid. There is high appreciation of the efforts by the RIT Coordinator to support coordination among partner organizations. After the RIT restructuring in October 2018, communications with the local RIT Coordinator and the CEPF Secretariat improved even more, making it easier to implement the projects and receive support. Still, one partner claimed they were often 'not invited' by the RIT and CEPF (meaning receiving communications and/or invitations).

An aspect that is particularly important in this country is to educate the public and political leaders about the role CEPF's support plays in helping the country conserve its biodiversity, and move toward achieving the 'Sustainable Development Goals (SDGs). Along these lines, part of the work is to promote the understanding that ecological or environmental services need to be preserved and, therefore, should be financed adequately.

The local RIT Coordinator has help develop coordination and collaboration with donors, current and potential, mostly inside Bolivia but also internationally. Particularly, the RIT Coordinator

has built relationship with officers from the EU headquarters in Brussels, and led the engagement of EU officers with CEPF during the CAPLAC (Latin America Protected Area Congress) held in Lima in October 2019. During the congress, a joint side event took place with the EU.

Similarly to the cultivation and engagement with officers from the EU, the local RIT Coordinator has established linkages with the French Development Agency (AFD) in Bolivia. Thanks to his coordination and work, a meeting took place last December with the regional AFD office for Latin American (based in Bogota). In addition to the Bolivian RIT Coordinator, other staff from CEPF and the RIT participated.

While an explicit duty in the RIT's ToR, promoting collaboration with local donors and trying to leverage additional funds have been difficult. On one hand, many cooperation agencies left Bolivia during the Phase II period. On the other hand, having no institutional presence in the country, but a single individual, makes it more difficult. The local coordinator is performing very well but lacks the institutional back up to maximize his capacities.

Clearly, as indicated at the beginning of this chapter on Bolivia, the need for institutional RIT representation is evidently necessary.

SUPPORT THE MAINSTREAMING OF BIODIVERSITY INTO PUBLIC POLICIES AND PRIVATE SECTOR BUSINESS PRACTICES

A good level of coordination and engagement has taken place between CEPF partners and the SERNAP (Servicio Nacional de Áreas Protegidas), thanks to the seniority and experience of the RIT Coordinator and the very same partners. For instance, the RIT Coordinator was key in helping negotiate an agreement between partner FUNDECO and SERNAP, for the development of an amphibian conservation plan. Over the past several years, coordination with the Ministry of Environment and Water has been limited due to the frequent change in authorities and the ideological differences this governmental agency has had with the civil society sector. This limitation became even more evident after the violent electoral riots and protests from October 2019.

CEPF-funded project by Wildlife Conservation Society (WCS) has succeeded in engaging with local mining cooperatives that work in the Apolobamba-Madidi area. Importantly, with support from the RIT, the work conducted by WCS has fertilized the approval of important legislation in the country: the 'Guidelines for Environmental Action Plans (SERNAP - DE N° 033/2018) and the 'Guidelines for Integrated Monitoring Programs in Protected Areas (SERNAP - DE N° 032/2018).

ACEAA, the Asociación Boliviana para la Investigación y Conservación de Ecosistemas Andino Amazónicos, has developed a strong relationship with the local environmental journalist's association.

Despite some good examples, like the ones mentioned above, private sector involvement has been perceived in general as a weak activity. One interviewee indicated that there are no clear indicators to measure what is expected from the interaction between the private sector and the RIT. For instance, there have been contacts with the private sector but the question remains about what are the final objectives. Is it to leverage financial resources? How to measure it? Another interviewee commented that despite having a small private sector, there are important financial opportunities that could be seized in Bolivia.

COMMUNICATE THE CEPF INVESTMENT THROUGHOUT THE HOTSPOT

The opinions of Bolivian partners regarding the abundance, quality and effectiveness of internal and external communications vary significantly. According to interviewees, CEPF is often seen as a 'traditional' donor and not as a public, multilateral Fund with a 'global program and mission'. This perception needs to be changed, and communications can play a key role on that.

Almost all partners have indicated that both the RIT and the CEPF Secretariat have an excellent capacity to maintain operational communications at the necessary level. This opinion is also shared by partners in remote locations and very limited communication, like the 'Consejo Regional T'simane Mosetenes' (CRTM) in Pilon-Lajas.

Not only to the interior of the CEPF community but also externally, the Bolivian RIT Coordinator has played an important communication role in disseminating the results of CEPF investments. The Bolivian RIT coordinator has been supporting the preparation of the 'Regional Biodiversity Strategy for LAC: Beyond the Jaguar', becoming a formal member of the team and bringing CEPF to high leverage positions.

A well-recognized milestone on this component was the mid-term evaluation meeting in Quito (March 2019). Not only in Bolivia but also in the other three countries, partners valued the opportunity to network and work together during the meeting. Indeed, some important multi-country projects emerged from the discussions held in Quito, like the WCS-led project "Building a Regional Strategy to Integrate Environmental and Social Safeguards into Mining Practices in the Tropical Andes Hotspot". Another initiative that was propelled during this meeting was the on-line training course led by FFLA, the RIT Member in Ecuador.

Interestingly, despite that social media and web page posts about the Bolivian projects are around the same number than in at least two other countries, partners regard communications as a weak component. Their rationales for these perspectives are:

- i. there are no communications efforts that showcase the combined conservation capacity of the CEPF's partner community (In February 2020, the last year of Phase II, a large grant was signed with ACEAA to address this situation);

- ii. Communications have not demonstrated the integrality of the CEPF approach, and tends to focus more on individual projects (which is good but not enough);
- iii. An important partner indicated that it was not clear who, among RIT members, was leading external communications;
- iv. Directly proposed by a partner, they (partners) should also make their own 'Mea Culpa', as they are better positioned to generate communication contents, often the only ones;
- v. Despite that at the beginning of grant implementation CEPF partners must attend training on different institutional matters, including communications, some partners have not had a single communication post, and at least two indicated that they never received a request for contribution. According to a survey of Bolivian partners conducted by ACEAA, less than 10% of them received regular orientations on communications while over 40% never received any direction at all.

While points i) through v) should be interpreted with care and not taken as absolutes written in stone, they certainly help reflect on recommendations for Phase III in the Tropical Andes.

Particularly, three recommendations seem to emerge:

- 1) there should be an integrated, strategic approach to communications, led by one of the RIT members (currently PROFONANPE, in Peru), with significant support from in-country RIT coordinators;
- 2) In addition to embedded deliverables in the logic framework, all CEPF partners must have among their contractual obligations the generation of a pre-determine number of posts, based on the type of work, the amount of funds, and the length of the project; and
- 3) communications must be regarded as a very important component of the conservation work, and capacity building on this topic is a must.

Finally, as also found in other countries (Colombia, Ecuador, and Peru), many partners got to know the full suite of duties of RIT members during the evaluation. Therefore, a fourth communication recommendation is:

- 4) Each time a new grant contract is signed, the new partner should go through induction sessions that provide full information about the duties and support provided by the RIT and its members, as well as the Secretariat. It is important to ensure that partners know the complete list of duties and services that RIT organizations are to deliver. It may be necessary to find mechanism to remind partners periodically about the RIT roles.

BUILD THE CAPACITY OF CIVIL SOCIETY

One of the seven 'Strategic Directions' of CEPF in the Tropical Andes, capacity building is a high priority and strategic enabling approach to conservation. In addition to having a dedicated budget line (SD6) for this priority, almost every single project funded by CEPF has a component on capacity development but also serves as hands-on-training for partners. Starting every project, the partner-grantee uses the 'Civil Society' tracking tool to evaluate its organization development level. At the end of the project, the partner conducts the same exercise to assess how the project may have helped develop the organization's capacity. An improvement that has been suggested for this component is to follow up on any suggested capacity building activities during the project implementation period. In other words, taking a more active approach during the project implementation with periodic follow ups rather than waiting for a final assessment. This applies well to multiyear projects, but small grants may not permit such approach.

For instance, the project implemented by the 'Consejo Regional Tsimanes Mosenetes Pilón Lajas' has served to develop the technical and administrative capacities of this indigenous council and, very especially, has contributed to empower the community women and their small enterprises. Furthermore, the increased capacity of the council to develop strong and equitable relationships with some government agencies has been highlighted during the interview.

At the onset of Phase II, the RIT was called to conduct a capacity needs assessment of civil society organizations (CSOs). This product was delivered. The 'Capacity Building in Communications' project implemented by ACEEA included a partial capacity assessment, focused on communications. In 2019, as result of the priorities set during the mid-term evaluation meeting in Quito, FFLA organized a very successful on-line training course led by BYOS and the Universidad Andina Simon Bolivar (UASB). The Bolivian RIT coordinator collaborated significantly during this process.

Some considerations were brought to the evaluation team with regards to improving performance on capacity building:

- 1) the most important efforts in capacity building should be undertaken early in the implementation of the investment phase and not at the end of it;
- 2) project preparation and implementation is one part of many capacity development needs, but probably CSO/NGO Governance is a much more important issue that must be addressed;
- 3) ideally, it would be desirable to have periodic follow up and development support between using the CSTT at the start of a project and using it again at the end of the project. This may be difficult for small grants because of the short implementation period. Big projects represent an opportunity to help develop much stronger partner capacities; and

- 4) Capacity building must be a mid to long term endeavor that requires several years of integrated efforts to yield solid results. Small grants or bigger grants with short implementation periods may often have very limited contributions to institutional development. CEPF's efficient approaches to capacity building have been demonstrated in the cases of Serraniagua, Colombia, and Fundación Altropico, Ecuador, organizations that have been receiving financial resources and support over the past 15 years. Their capacities have been enhanced significantly.

Some partners in Bolivia question the preliminary ideas that are emerging about 'partner and site graduation'. A key partner believes that, in the not-for-profit global conservation community, there have been already years of discussion about the meaning and implications of 'graduation', and there is no clear consensus. Consolidation goals achieve today may not necessarily serve tomorrow. The most important aspect in any PA consolidation process is governance. Those concepts merit a detailed, more in-depth discussion.

ESTABLISH AND COORDINATE A PROCESS FOR LARGE GRANT PROPOSAL SOLICITATION AND REVIEW

This process is developed together with the CEPF Secretariat, particularly if the call is for large grants. It is not a duty that could be undertaken by the RIT independently. Nonetheless, for all calls for proposals, with the only exception of the 2015 call, the RIT Coordinator developed an automatic reception systems for applications E.g., : <https://sites.google.com/andes-tropicales.net/convocatoria-andes-tropicales/>.

As per all interviews, including those from CEPF staff, the process has taken place adequately. Several of the Phase II grantees had already received support during the first phase of CEPF investment in the Tropical Andes, and were directly informed by the RIT and/or CEPF about the call for funding proposals. Along those lines, partners indicated that all necessary information was available in the web page. The RIT was ready to help when doubts arise during the process.

Most partners mentioned that they received adequate support from the RIT Coordinator during the proposal preparation phase. The RIT coordinator visited most of them during the implementation period, except for 2020, because of the COVID-19 policies.

Several interviewees indicated that a problem they faced during the application process was exceedingly large delay for a response from CEPF, some mentioned around a year and a half. With such a delay, conditions at the moment of approval were different than at the moment of proposal preparation, and the projects needed to be adjusted accordingly. This situation may have been due to two circumstances. First, each LOI had to be reviewed by three or four people, who afterward needed to reach an agreement. Secondly, as suggested by some interviewees, work overload on the part of the local RIT Coordinator, the RIT or even the CEPF Secretariat. This opinion has been expressed by three of the interviewees in Bolivia. According

to them, evident time shortage occurred at key moments: i) after the proposal call (one interviewee argues that the proposal structure is exceedingly complex and rigid, surely taking a long for review); ii) in early February and August, when partners present their reports; and iii) when important exceptional circumstances emerge, like amending the grant agreements because of the pandemic or providing support to the team updating the ecosystem profile. The perceived or real work overload may have different effects, among others: i) not dedicating enough time to strengthen the relationships with environmental authorities and the private sector; ii) not dedicating enough time to develop a solid relationship with and benefit from the National Proposal Review Committee (CONREP); and iii) being late delivering products that CEPF Secretariat needs.

There were no grants above US\$250,000, and therefore there was no need to have external specialists peer-reviewing the projects. Because of similarities in the different countries, the relationship of RIT members with their local CONREP is examined in chapter VI (CONSOLIDATED LESSONS LEARNED, ADDITIONAL DATA AND RECOMMENDATIONS).

Some measures proposed by partners to improve efficiency of CEPF response capacity are analyzed in section “VIII. CONSOLIDATED LESSONS LEARNED, ADDITIONAL DATA AND RECOMMENDATIONS”.

MANAGE A PROGRAM OF SMALL GRANTS OF US\$20,000 (US\$50,000 OR LESS IN SELECT APPROVED REGIONS)

Bolivian partners only received three small grants over the course of Phase II, surely due to lack of a local institutional RIT in the country. After the restructuring of the RIT in October 2018, with three local institutions serving as RIT members in Colombia, Ecuador and Peru, a total of 28 small grants were contracted in these countries and only two in Bolivia, managed from the CEPF Secretariat.

Because of this situation, two small Bolivian grants were supervised and managed from the CEPF Secretariat and a third grant was rolled into a big grant. The two small grants to Conservation Strategy Fund and Fundacion PROFIN generated very fine results, which without doubts will lead to future improvements on resources flow to biodiversity and water conservation.

A lesson learned from the work of these two organizations is the significant enabling capacity that small grants have, in this case both from the financial perspective but also from the organizational development corner.

An expert panel, the CONREP, was created in order to gather their technical opinions for both small and large grants. In Bolivia, the CONREP has only been active during the calls for proposals. As the last call was in late 2018, basically there has been no activities with the

CONREP. They kindly declined the invitation to attend the mid-term evaluation meeting in Quito because the lack of time. Originally, the Bolivia CONREP composition is:

- Jenny Gruenberger <jennygruenberger@gmail.com>; local consultant and close to the “Liga de Defensa del Medio Ambiente” (LIDEMA);
- Ruben Salas <Ruben.Salas@undp.org>; UNDP, local GEF small grants coordinator;
- Daniel Robison <drobison@future.edu>; Professor, Future Generations University, and natural resources specialist; and
- Ivan Morales <moraleskreuzer@gmail.com>, former director of SERNAP and a forestry specialist.

MONITOR AND EVALUATE THE IMPACT OF CEPF’S LARGE AND SMALL GRANTS

The RIT Coordinator, the monitoring lead at PROFONANPE and the staff from CEPF Secretariat have all done a good job in tracking the reported indicators and helping partners improve their reports. Some partners indicated that measuring the indicators is not easy, and it took time at the beginning of the projects to understand them. Furthermore, because of their nature, small grants may not have the possibility to contribute to many global indicators.

It seems that Global indicators are better defined and have clear protocols, whereas portfolio indicators lack guidelines with clear instructions on their use. This represents an opportunity for improvement in Phase III.

Monitoring the impact on species conservation, while sticking to the methodology and priority species defined in the ecosystem profile, leads to significantly underreporting the benefits that CEPF investments provide to the conservation of IUCN globally threatened species (as confirmed by the ‘Tropical Andes Hotspot Mid-term Assessment 2015-2017’ and strongly suggested by preliminary monitoring data from 11/25/2020). As indicated by CEPF (M. Zador personal comm.), given that this consultancy is taking place at the end of Phase II, a moment when partners are just starting to present their data, the list of species blanketed by conservation actions should be increasing as incoming data is used to update the global monitoring system. Importantly, inconsistencies seem to exist in the uploaded data, requiring significant time to check and enhance it. In Table 9, the species column/field include some of the species benefitted by CEPF but not all, and it is also populated with information that includes genera and families, as well as general comments. A partner indicated that species impact monitoring could be more integrated and systematic, converting it into a habitat conservation tool (which in turn conserves even more species, like in the *Polylepis* forests). Furthermore, another partner suggested that there may be some contradictions in how CEPF monitors the impact on threatened species. For example, without question, a direct contribution for species conservation is a ‘species conservation plan’. However, a management plan for the conservation of that same species’ habitat may not count in the CEPF monitoring methodology, even if habitat destruction is the most important threat to that species. Two examples are the Spectacle bear (*Tremarctus ornatus*) and the Taruga (*Hippocamelus*

antisensis) in Cotapata National Park. Protecting the Park’s habitats not only will protect many of the amphibian species prioritized for that region, but also a significant number of other vertebrate species that are threatened according to the IUCN Red List.

During the consultancy period, partial monitoring tables were received in late November and early December (they were being compiled from information provided by partners). Some inadequacies were found at that moment, like including entire families and genera in the cell that correspond to a monitoring target. Another issue observed was using entire vertebrate classes as monitoring targets (‘diverse birds and amphibians’).

TABLE 9: Species impact information, Global Monitoring System (based on partial data from 11/25/2020, used as an example only, needs updating).

Taxon (Amphibian, Bird, Fish, Fungi, Invertebrate, Mammal, Plant, Reptile)	Scientific Name	Common Name	Country	Global Conservation Status	Project ID#
Amphibian	<i>Yunganastes Bisignatus</i>		Bolivia	EN	66043
Plant	<i>Polylepis pepeii</i>		Bolivia	VU	66042
Plant	<i>Centropogon gloriosus</i>		Bolivia	EN	66042
Ave	<i>Anairetes alpinus</i>		Bolivia	EN	66042
Ave	<i>Cinclodes aricomae</i>		Bolivia	CR	66042
N/A	Bufonidae Rhinella; Craugastoridae Pyschrophrynella; Leptodactylidae Pleurodema; Telmatobiidae Telmatobius; Gymnophthalmidae Proctoporus; Dipsadidae Tachymenis (Amphibian and reptile; no hay especies detonadoras)		Bolivia		66042
N/A			Bolivia		66434
N/A	Varias aves y anfibios; no hay especies detonadoras		Bolivia		66441
Amphibians	<i>Atelopus tricolor</i>		Bolivia	VU	66441
Amphibians	<i>Oreobates zongoensis</i>		Bolivia	CR	66441

An important recommendation emerges from the previous paragraphs: Reevaluate the species monitoring protocol currently used and include separate protocols for species targeted in SD5 and threated species directly conserved through SD1 through SD3.

At the same time, partners reported having prepared and followed the social and environmental safeguards, and praised the opportunity that a CEPF brings in understanding better their meaning and use. For instance, the CRTM was able to develop its own monitoring system, following the Tropical Andes Profile logic framework and, importantly, apply principles of ‘Free, Prior and Informed Consent (FPIC), as per the Convention 169 of the International Labour Organization (ILO). According to a CRTM leader, this is an improvement thanks to CEPF.

The gender tracking tool has been used by all partners. While very helpful and educative, one partner reported that some considerations are difficult to apply to local indigenous communities. Often, women tend to not participate. Also, it is indicated, in order to prepare

the social and environmental safeguards, they need to approach the communities and have some financial resources for that. A review of the different safeguard documents used by CEPF, suggests that more training on the use of these tools will benefit partners and projects.

A partner suggested that providing the local offices of CEPF's donors with annual reports of projects progress and impacts would be highly productive. This is not currently done and could be a role for the RIT.

LEAD THE PROCESS TO DEVELOP, OVER A THREE-MONTH PERIOD, A LONG-TERM STRATEGIC VISION FOR CEPF INVESTMENT

This RIT duty is discussed in "VI. CONSOLIDATED LESSONS LEARNED, ADDITIONAL DATA AND RECOMMENDATIONS".

REPORTING

Since 2016, the local RIT Coordinator has received training on the different tools and requirements of CEPF. Even more, during the technical visit of CEPF Secretariat staff (Michele Zador and Florencia Renedo), additional training has taken place. There are virtual 'courses' too.

Despite the training and willingness of the RIT Coordinator, there are moments in which the amount of work is overwhelming and delays may occur. For example, right after a call for proposals, when you received up to 40 proposal to evaluate. Another example was the process to amend the grant contracts once the pandemic was declared national emergency in the different countries.

Report reviewing and supervision visits from CEPF Secretariat are also great opportunities for getting in touch and visit partners, as asserted by several of them. Clearly, the pandemic made 2020 a special year, with strong limitations for in-person visits and meetings.

VII.1.2.- EVALUATION CRITERIA

RELEVANCE

In accordance with the findings of this evaluation, partners seem to have no doubts that the performance of the RIT have help move the project results in the direction of CEPF goals and the ecosystem profile logic framework. Importantly, as of today, partners consider CEPF as THE prime organization focused on biodiversity conservation through civil society action. Nonetheless, better evaluation and monitoring indicators are needed to be able to demonstrate with more solid bases the contributions by CEPF and its partners.

Exciting opportunities exist ahead. For instance, KBAs and corridors are not management units or categories that have been adopted in the Bolivian legislation. Their use, often by more mature, science-based partners, goes in the direction of prioritization exercises, much like 'Important Bird Conservation Areas' (IBAs), Sites of the Alliance of Zero Extinctions (AZE) and ecoregions. An important goal for the next phase in the TABH should be to have those concepts incorporated in the national legislation.

An important question that comes directly from the RIT is how can knowledge and lessons learned be extracted from so many successful projects, given the little time that RIT staff has (all projects are closing at the same time) since most or all projects close at the same time.

EFFICIENCY, EFFECTIVENESS, STRENGTHS AND WEAKNESSES

An aspect that has been commented a few times is the enormous challenge that CEPF and its partners are confronting. The financial resources available to CEPF and partners are very small compared to financial resources invested on unsustainable activities; e.g., mining. Efficiency at the project level or at level of the RIT performance is high, but there is still a long way to go for achieving results at scale. Small grants require major investments in staff time and the potential impacts are limited by the very nature of the projects (short implementation periods, small financial resources, etc.). For instance, results obtained by Wildlife Conservation Society's project on mining best practices are very promising and extraordinary, still just the beginning in the face of the more than twelve-hundred mining cooperatives in Bolivia. The important next step is to leverage better practices using the results of the recent projects.

From that perspective, there are some lessons learned that are important for the CEPF community:

- 1) projects to be funded should have high potential impacts and leverage. If this means having less projects, that cost more and take longer, that should be considered as an adequate strategy;
- 2) every large project, in addition to its biodiversity conservation objectives, must also have an organizational development component and the corresponding budget to ensure its implementation (the budget format currently used should be modified to account for 'Strategic Direction 6' in all projects). This recommendation may not apply to international, big NGOs; and
- 3) consider strategies where bigger more solid partners help younger, smaller partners as part of their objectives.

During the interviews, an emphasis was put into identifying strengths and weaknesses of the current RIT structure and capacity. It was often difficult for interviewees to separate structure from capacities. A common perspective among many interviewees is that the Bolivian RIT is basically a single individual, supervised directly from the CEPF Secretariat in Virginia. A common

issue found during the interviews was the lack of an adequate understanding of the different regional roles that RIT members play. Some partners did not see the presence of a RIT institution in this country neither they see a local RIT Coordinator. What many partners see is a CEPF local coordinator, working under the supervision of the CEPF Secretariat.

STRUCTURAL STRENGTHS

- i. Represents a strong technical presence in-country and on-site;
- ii. High capacity to evaluate proposals;
- iii. Potential capacity for the creation of local alliances and networks;

STRUCTURAL WEAKNESSES

- i. Given the lack of a local institutional RIT, the general perception is that there is no CEPF RIT in Bolivia (despite the well-recognized local coordinator);
- ii. Lack of a RIT organization in Bolivia;
- iii. Work overload on a single person;

CAPACITY STRENGTHS

- i. In-depth knowledge to navigate the local bureaucracy and politics;
- ii. Easy coordination, relationship;
- iii. Flexibility in supporting partners' work with indicators;

CAPACITY WEAKNESSES

- i. Unclear relationship with governmental agencies;
- ii. Not well-developed relationships with other potential donors, even if taking into consideration the work undertaken in this direction by the local RIT Coordinator;
- iii. Low capacity to disseminate results, achievements.

VII.1.3.- EVALUATION THEMES

COVERAGE

The 'Strategic Direction' coverage of grants in Bolivia is presented in Table 10 below. Clearly, CEPF and the RIT have done an adequate financial effort to strengthen the conservation of KBAs and conservation corridors in this country, as evidenced in SD1 through SD3. Efforts to mainstream biodiversity received a larger share of the budget (13.82%) than the average effort at the Hotspot level (5.28%). Importantly, a major financial effort was undertaken to mitigate threats, represented in this case by projects implemented by Wildlife Conservation Society (WCS). Total investment in SD3 reached a high level of 15.62% of the country's total budget,

double than the suggested allocation in the ecological profile and even bigger than the average funding used across the hotspot.

Capacity development activities were included in 13 of the 20 grants contracted in the country, but direct investment in SD6 seems to have been insufficient (less than 4% of the total country portfolio). According to data from the Civil Society Tracking Tool to 02/09/2021, only five out of eight local partners (63%) showed the same or enhanced institutional capacities (below the three other countries). A hypothesis that could be ventured to explain the difference with other countries is that the combination of lacking a local institutional RIT member and a low investment rate on SD6 led to this result.

Table 10: Granting according to Strategic Directions in Bolivia.

STRATEGIC DIRECTION	ECOSYSTEM PROFILE ALLOCATION		TROPICAL ANDES B.H. TOTAL OBLIGATIONS (As per data from CEPF 02/13/2021)		BOLIVIA TOTAL OBLIGATIONS (As per Salesforce database to 11/20/2020)	
	AMOUNT	% of Total	AMOUNT	% of Total	AMOUNT	% of Total
1. KBAs strengthening	\$3,500,000.00	35.00%	\$3,994,087.95	41.45%	\$596,468.48	26.81%
2. Mainstreaming biodiversity	\$1,100,000.00	11.00%	\$627,064.96	6.51%	\$307,596.37	13.82%
3. Threats mitigation	\$750,000.00	7.50%	\$635,019.29	6.59%	\$347,495.75	15.62%
4. Private sector	\$1,150,000.00	11.50%	\$1,007,704.10	10.46%	\$424,106.64	19.06%
5. Species conservation	\$1,000,000.00	10.00%	\$1,305,250.39	13.54%	\$76,780.15	3.45%
6. Civil society strengthening	\$1,000,000.00	10.00%	\$560,076.94	5.81%	\$74,433.00	3.35%
7. Regional implementation team	\$1,500,000.00	15.00%	\$1,507,533.00	15.64%	\$398,293.00	17.90%
Total	\$10,000,000.00	100.00%	\$9,636,736.63	100.00%	\$2,225,173.39	100.00%

IMPACT

Similar to species monitoring (see RIT’s ToR above), data received about community monitoring and used in this section is still preliminary. As this document is finalized, the CEPF and RIT teams are working on the final evaluation of the Tropical Andes Phase II. Part of that work includes completion and quality control of monitoring data being fed into the ‘Global Monitoring System’. As indicated before, in the monitoring component of the RIT ToRs, impact on species conservation is underestimated by the monitoring methodology. Partners suggest that more attention should be paid to habitat and umbrella species conservation.

Projects in Bolivia yield benefits to 66 local communities, including indigenous groups, and four municipalities. The three most common benefits to communities are: i) increased resilience to climate change; ii) increased food security; and iii) improved governance and access to ecosystem services. Like the situation regarding monitoring of impacts on species conservation, the ‘Communities’ component of the global monitoring system presents ample opportunities for improvement. For example, the community worksheet of the monitoring tool includes four municipalities. While assigned to urban communities, the municipal territories include some

rural or indigenous communities. Political units such as municipalities may not fit correctly in a monitoring tool designed for communities. It may also be important to name the communities participating or receiving benefits from CEPF investments. Projects 66037, by Conservation Strategy Fund, and 326, by the ‘Consejo Regional Mosestenes - T’simanes’, work with same 23 local communities. However, none of these communities is mentioned in the monitoring tool.

ACCESSIBILITY

CEPF partnering and investment opportunities were open to all sectors of the civil society organizations, including indigenous and Subnational-local organizations. International and national organizations represent most of the grant contracts signed in this country (16 out of 19, not counting the RIT grant from 2015) and over 80% of the funds invested in the Bolivian part of the TABH. As indicated before, only 3 small grants have been signed in Bolivia, which could suggest that there was limited accessibility to sub-national/local and indigenous-campesino organizations. There may be different explanations for this situation, including that the local not-for-profit sector is small and may have not been able to present solid funding proposals.

TABLE 11: Grant accessibility to different organization types in Bolivia

ORGANIZATION TYPE	# PROJECTS	INVESTMENT (US\$)
International	6	\$660,171.08
National	11	\$1,263,757.54
sub-national / Local	2	\$164,828.33
Indigenous, Campesino and Community-based	1	\$136,416.44
Grand Total	20	\$2,225,173.39

ADAPTIVE MANAGEMENT

Many partners acknowledge the adaptive capacity of both CEPF and the RIT to overcome the severe political changes and limitations existing in Bolivia, particularly those in October and November 2019. However, those problems aren’t new. Indeed, the animosity of the Bolivian Government toward civil society organizations is well known as its political leaders have been very vocal on this regard. Furthermore, during nearly a decade and a half, the political climate in the country has been extremely negative toward international cooperation, especially if from the United States. CEPF is perceived as an American institution.

Even more, partners very much praise the capacity of CEPF, with support from the RIT, to come up with guidelines on adaptive measures during the pandemic. All partners understand the limitation adopted with regards to meetings, workshops, and travel, but continue to wonder whether there could have been other more flexible policies in areas where the potential spreading of COVID-19 was limited.

Nonetheless, one partner indicated that CEPF and RIT may have not been sufficiently adaptive to the lack of an institutional RIT in the country. The absence of more small grants in Bolivia has had an impact on the development of civil society organizations. The lack of an institutional RIT in Bolivia is a strong limiting factor that reiteratively has been indicated by all partners and across many issues.

VII.2.- COLOMBIA

VII.2.1.- RIT'S TERMS OF REFERENCE

As we will see in the following paragraphs, all partners have a very elevated opinion of the technical and managerial capacities of Fondo Patrimonio Natural (FPN), the RIT Member in Colombia. At the same time, it should also be noted that nearly half of the partners were unaware of the full suite of duties in the RIT's ToR. A high number of partners did not know the contributions and roles of the other RIT Members in Ecuador and Peru, until the interview took place.

An important recommendation transpires from these perspectives: for the upcoming investment phase, it would be very appropriate to have a stronger induction process to all grantees, especially the new ones, and clarify the roles and expectations of the RIT.

COORDINATE CEPF INVESTMENT IN THE HOTSPOT

The RIT Colombian member, FPN, has been able to develop very strong connections among partners, as well as between partners and potential donors. A small effort with major coordination benefits, FPN even created a WhatsApp Group, which has been very well received by local partners. Local partners see and actively promote the relationship between FPN and CEPF as an alliance.

Most partners coincide that the coordination role of FPN has been fulfilled at levels than rank between very good and excellent. Particularly, indigenous organizations have praised very highly the support they received, including field visits (pre-pandemic).

Connecting with some potential donors locally and distributing information about international donors have been part of the contributions of FPN. In the case of Corporación Biodiversa, this organization was able to apply for international funding thanks to information coming from the Colombian RIT member. Furthermore, the coordination and networking promoted by FPN also allowed Corporación Biodiversa to create an alliance with the Colombian Universidad del Valle, and now they count with support from the academic personnel. Some of the bigger partners in Colombia already have the capacity to coordinate directly with donors and governmental agencies.

Some partners see the funding from CEPF and the RIT's small grants as seed money that help leverage other resources. However, a few partners indicated that FPN falls short in the way to coordinate proposals and help partners increase their funding because its staff is very small.

In the future, based on lessons from Phase II, opportunities arise for: i) multi-partners/multi-stakeholder initiatives and alliances, and ii) technical support to public policy building (not advocacy or lobby).

SUPPORT THE MAINSTREAMING OF BIODIVERSITY INTO PUBLIC POLICIES AND PRIVATE SECTOR BUSINESS PRACTICES

The Colombian RIT and partners coincide that support to engage with the public sector has been very explicit and productive than with the private sector; e.g., coordinating with the Regional Autonomous Corporations (CAR). Another example is the effort to connect projects and partners with SIMAP (Municipal Protected Area System) and the 'Valle del Cauca' SIDAP (Departmental Protected Area System). Those connections can be productive, as in the case of funding that Asociación Calidris received from FONTUR. Actually, the work to promote the birding trails in Colombia requires engaging with the private sector at different levels: hotels, tourism operators, etc. Important relationships have been established, like the one between the Awa's UNIPA and the Nariño Department of Protected Areas or between ASOPALMAR and the office for livestock technical assistance (UMATA).

Importantly, during the period of highest threats to social leaders in Southwestern Colombia, FPN help established the necessary connections between leaders from Palmar Imbi and Pialapí Pueblo Viejo, and key public agencies, international NGOs and even some European commissions on human rights. Additionally, through and small grant to 'Fundación para la Conservación y Desarrollo Sostenible', a safeguarding and security strategy for indigenous leaders across the hotspot was developed.

In the case of Corporación Biodiversa, FPN supported the creation of the San Antonio Forest Roundtable, a convening space where government agencies and civil society organizations participate, which led to payment for environmental services for the conservation of native forests by the DAGMA, the environmental agency for Cali.

Building bridges with the private sector has been less productive, for different reason, although efforts from partners working on ecotourism and with small farmer associations must be recognized. Such is the case, to give one example, of Asociación Calidris. Other partners have also started to connect with the private sector, like the Fundación para la Conservación y Desarrollo Sostenible (FCDS). And still other partners suggest that approaching the private sector and explore payments for environmental services could be a promising possibility. A key partner commented: "we did not know that this was among the duties of RIT members".

Truth is that two of the 25 partners implementing projects in Colombia are for-profit local farmer associations (Asociación de Campesinos agroecológicos del PNR El Duende y ASOPALMAR). The notion that private sector is only the big private corporations from major cities and industrial zones remains in the minds of the local people.

COMMUNICATE THE CEPF INVESTMENT THROUGHOUT THE HOTSPOT

Internal communications within the CEPF community, facilitated by FPN, have been very fluid and effective. Partners are in continuous contact and exchanged regularly. The networking promoted through communication yields interesting benefits. For instance, some partners, like Serraniagua, helped other partners with communications, like ASOPALMAR, a collaboration that is highly appreciated by the later. Particularly, for the Serrania de los Paraguas, Serraniagua has excelled in its communications strategies, covering a wide array of media and tools, from radio programs to periodic bulletins, news on different national outlets, and many others.

Important investments were made to improve internal communications among communities in Palmar Imbi, for the Greater Awa Family, an urgently needed support to help mitigate the pandemic impacts and improved personal security for local leaders. Similar actions took place to support UNIPA and Pialapí Pueblo Viejo.

Externally, in Colombia, FPN has also played an important role too. A good example has been the promotion events where CEPF partners presented their projects and findings to governmental agencies and other interested parties. Furthermore, matching CEPF financial contributions to Colombia, FPN assigned a communications officer to support partners.

Although external communications have improved, thanks in part to the new web page and social media fan pages (accounts), many partners believe that this component continues being weak. In effect, several partners suggest that communications should be essential part of a training menu offered to partners. Furthermore, a few Colombians partners have entertained the idea that each country (RIT member) should have its own communications official. This would unavoidably increase the operational costs of each RIT member.

Related to the need to improve communications, one partner commented that CEPF is poorly known in Colombia. Another situation to pay attention to, commented by a significant number of the partners, is that those who contributed notes or information for communications did not receive any feedback of the results and/or the use of the material. Furthermore, during the interview, without doubts an involuntary omission or a possible confusion, one partner indicated that its communication material was used without mentioning the source or the partner's name. This situation was very quickly corrected right after detecting it.

According the local RIT Member, some partners have suggested that their products be upload to a public repository, as a mechanism to share them publicly. Indeed, in Colombia and other Tropical Andes countries, CEPF partners have generated volumes of important information

whose value is very limited unless shared publicly. Given the enormous contributions to the global community that lessons learned from CEPF supported projects in the TABH, knowledge management should be an important activity soon.

External communication is an issue that interests partners and RIT members alike, both institutional and personal. This represents an opportunity to find consensus and synergy and propel communications to a new level. Additional ideas are:

- i. Start defining a communication strategic for the next phase;
- ii. Create communications teams where partners participate (not just the local RIT Coordinator asking for content and then forwarding it to the communications lead in another country); and
- iii. Create a public technical document repository and shared all partner products (set adequate quality standards without intending to have an academic, scientific peer-reviewed repository⁶).

BUILD THE CAPACITY OF CIVIL SOCIETY

Since early in Phase II, FPN took a very active approach to engage with CEPF partners and understand their organizational capacities. A partner meeting took at El Cairo, in December 2017, with participation of eight partners, the Colombian network of private reserves and two members of FPN. Prior to the meeting, FPN conducted a survey about partners needs in institutional capacity. Together with partners, five key thematic areas were identified as priority needs: i) incidence on public policies and private sector best practices; ii) resource mobilization (fundraising); iii) project management and other technical aspects; iv) communications; and v) community-based approaches and bottom-up participation.

Table 12: Investment per Strategic Direction in Colombia (from CEPF, 02/09/2021)

STRATEGIC DIRECTION	ECOSYSTEM PROFILE ALLOCATION		TROPICAL ANDES B.H. TOTAL OBLIGATIONS (As per data from CEPF 02/13/2021)		COLOMBIA TOTAL OBLIGATIONS (As per Salesforce database to 11/20/2020)	
	AMOUNT	% of Total	AMOUNT	% of Total	AMOUNT	% of Total
1. KBAs strengthening	\$3,500,000.00	35.00%	\$3,994,087.95	41.45%	\$1,096,889.77	45.55%
2. Mainstreaming biodiversity	\$1,100,000.00	11.00%	\$627,064.96	6.51%	\$118,000.00	4.90%
3. Threats mitigation	\$750,000.00	7.50%	\$635,019.29	6.59%	\$21,078.00	0.88%
4. Private sector	\$1,150,000.00	11.50%	\$1,007,704.10	10.46%	\$307,853.02	12.78%
5. Species conservation	\$1,000,000.00	10.00%	\$1,305,250.39	13.54%	\$399,714.95	16.60%
6. Civil society strengthening	\$1,000,000.00	10.00%	\$560,076.94	5.81%	\$99,768.62	4.14%
7. Regional implementation team	\$1,500,000.00	15.00%	\$1,507,533.00	15.64%	\$364,863.00	15.15%
Total	\$10,000,000.00	100.00%	\$9,636,736.63	100.00%	\$2,408,167.36	100.00%

⁶ There is absolutely great information generated by partners. Part of it, still a very small fraction, is available in the CEPF web page.

In July 2019, during a public meeting in Cali, Colombian partners presented progress in their projects, including on the development of capacities. Even more, FPN has made a concerted effort to link CEPF partners with the GEF small grants program managed by UNDP, and has been able to leverage additional resources to CEPF partners.

With regards to resource mobilization capacity and support, several partners indicated that FPN distributed information about potential funding opportunities. They would like to explore ways in which FPN could go beyond simply informing about opportunities and could also lead efforts to raise funds. This suggestion comes from small and mid-size organizations who still lack strong capacities to approach fund-raising effectively. Bigger organizations see an opportunity to form regional alliances to mobilize resources, and go farther suggesting that they could also play a leadership role.

As indicated in Table 12, above, investment in SD6 is around the average for the hotspot for Phase II, but only over half of what was proposed for the TABH in the ecosystem profile. The elevated number of Colombian partners that have documented improvements in their capacities (93%) could be the combined effect of proactive approaches by FPN and the budget allocations to DS6. Importantly, 25 of the 26 projects approved during Phase II in Colombia included capacity building activities, a proportion much higher than in any other participating country. There should be no surprise that Colombian CSOs/NGOs have shown so much improvements during the implementation period.

Partners indicated that the CSTT is very helpful in understanding where and when the organizations are in a path to become stronger. Additionally, some partners suggest that filling it up at the beginning of the projects is not enough, and there should be a follow up with an improvement plan along project implementation. Also, the on-line training course by BYOS and the UASB have been mentioned a few times as examples of contributions to partners strengthening. However, some partners recognize that consolidating their capacities to increase success in mobilizing resources (fund-raising) goes beyond preparing projects.

Related to creating capacities to involve the public and private sectors, partners emphasized the need to increase training on these themes, particularly with the private sector. Learning to engage private sector at the onset of the projects is important (not at the end of projects).

Some partners have taken a proactive role in pursuing better capacities. For instance, members of Palmar Imbi have followed on-line training on themes such as peace and communications, while some Corporación Biodiversa staff took courses on conflict management. Subnational-Local organizations expressed concerns that given the circumstances in Southwestern Colombia, there is a high staff turnover. Then a continuous training approach is necessary.

Important capacity building took place with all partners after their LOIs were approved, and they were assisted by the RIT Member in the preparation of the finals proposals and in setting up administrative and monitoring systems.

ESTABLISH AND COORDINATE A PROCESS FOR LARGE GRANT PROPOSAL SOLICITATION AND REVIEW

As indicated previously in the section on Bolivia, whose RIT Coordinator reports to FPN, calls for large grants are jointly decided and prepared with the CEPF Secretariat. Colombia has been included in four calls for proposals, the last one in November 2018, when 65 LOIs for large grants and 12 LOIs for small were received. The number of large grants contracted in Colombia in 2019 and 2020 is 11, more than half the total for the entire hotspot.

Partners granted big donations express satisfaction and gratitude by the significant support they have received from both CEPF Secretariat and the local RIT Member. Some partners have also indicated the long time that took CEPF to respond to their LOI (eight or more months).

According to partners interviewed, there seems to exist an overlap between the support functions performed from the CEPF Secretariat and those from the RIT. This may not be bad for partners, even if some minor confusion may arise from time to time. However, the pertinent question is one of efficiency and time prioritization. An emerging recommendation, for both call for large and small grants, is to define better the roles of each.

MANAGE A PROGRAM OF SMALL GRANTS OF US\$20,000 (US\$50,000 OR LESS IN SELECT APPROVED REGIONS)

In line with the previous section, in 2019 and 2020, all Phase II small grants in Colombia were contracted (nine in total). The following table indicates the number of small and big grants in this country and the budget totals.

Table 13: Number and budget of Small and Large grants in Colombia (from CEPF’s Salesforce database 12/04/2020, 02/09/2021; includes a large RIT grant)

GRANT SIZE	# OF GRANTS	INVESTMENT
Small	9	\$ 286,191.72
Large	17	\$ 2,121,975.64
Grand Total	26	\$ 2,408,167.36

The time demand on the Colombian RIT Member after the two calls for proposals in 2018 were surely enormous. Notwithstanding that, all small grantees have indicated that they received high levels of support from the RIT. FPN supported all partners during the proposal completion period as well as during the contractual phase.

As required by the RIT's ToR, FPN created a Colombia National Proposal Review Committee (CONREP). The following is the composition of this volunteer group, which continues being very active:

- ✓ María Elfi Chávez, former Deputy Director, Fondo Patrimonio Natural;
- ✓ Wilmar Bolivar, Universidad del Valle, Biology Faculty;
- ✓ Jose Revelo, director, Asociación para el Desarrollo Campesino (ADC);
- ✓ Wilson Ramirez, coordinator, Territorial management of Biodiversity, Instituto Alexander von Humboldt;
- ✓ Marcela Gálviz Hernández, biodiversity scientist, Instituto Alexander von Humboldt; and
- ✓ Beatriz Gallego.

The local RIT Coordinator has praised very highly the engagement of CONREP members in supporting the review of proposal and providing feedback to improve them. Furthermore, CONREP members participated in field visits and the Quito's mid-term evaluation meeting. In other words, the support received from and the involvement with the CONREP goes beyond reviewing proposals. The CONREP also elevates the importance of the CEPF-funded activities, given the profile of its members. Minor uneasiness or confusions have emerged in the relationship with the CONREP, particularly when a granting decision is made against their recommendations or because of the lack of more formal communications to its members. It would be important to dedicate more time to cultivate the relationship with the CONREP. This is a role that is very important for the local RIT Member, FPN in this case.

The issue of time limitations and work overload affecting the effectiveness of the local RIT Coordinator has been previously discussed. Select partners and all RIT coordinators were consulted on this topic. Formal time allocation by the Colombian RIT Coordinator is 75%, although reaching 100% (FTE) happens frequently. It is unclear to the local coordinator how the overload happens, but one factor is that day-to-day activities seem to have the same priority level, with the exception of proposal reviews when the calls take place. Partner support, especially safeguard and security aspects, took an important part of the time. Compliance with governmental requirements is another component of the work requiring significant time, especially aspects related to the ESAL legislation. Lack of time affects how the RIT Member performs some duties, like creating conditions for engaging with the government or working with the CONREP. Even less time is left to cultivate the private sector, and contribute to effective external communications. Several partners associate the long response time to their LOIs to time constrains.

Time limitations were also reported in other countries, and is an issue that requires attention.

IMPACT OF CEPF'S LARGE AND SMALL GRANTS

The Colombian RIT Member has done a very good job supporting partners with their reporting on monitoring indicators. Particularly, for species, data provided by partners regarding species

conservation is fed into the “Global Monitoring Framework” and has the necessary quality. Colombia is the country that as of 25/Nov/2020 reported the highest number of species and the actions taken to reduce threats, though there are no doubts that a good number of additional IUCN-listed threatened vertebrate species could be added to the list of species benefited by CEPF investments. Furthermore, the local RIT Member worked to ensure that most community and entity names in the communities Tab of the monitoring tool are correct and complete, and that indicators regarding governance, decision-making and representation are well documented.

In general, despite the comprehensiveness of the monitoring tool and its relative easiness of use, at least for the evaluation team, some data gaps may still exist. According to the local RIT Coordinator, one issue running against the monitoring system is the time necessary to complete all required information. Also, partners may not have a complete understanding on how to measure all indicators and find excessive the amount of reporting that is asked, particularly in the case of small grants. There are no complete, written protocols for the portfolio indicators.

There are issues that affect the evaluation’s team capacity to understand the type of limiting factors that may affect the monitoring activities. For example, the ‘Fundación Ecológica los Colibríes de Altaquer (FELCA)’ work on the ‘Preparation of a Participatory Management Plan for Río Ñambí Nature Reserve, Colombia’ (project ID 66210), that closed in 2019, should have generated important information for the species monitoring worksheet. Similarly, other projects like the ‘Strengthening Legal Protection and Connectivity for Paramo del Duende KBA in Colombia – Phase I (project ID 66233), which closed in late 2018, also generated valuable information for the species monitoring tool. Still, there are projects that benefit important Red Listed species and have closed at around the same dates but do not report any impacts on those species. This is an issue that the local RIT has recently examined, and is working to solve it.

There are clear opportunities to improve the performance regarding monitoring activities, and demonstrate the great work that the CEPF community of partners are doing. For the next investment phase, clear protocols on how to measure the portfolio indicators should be in place, and more training to all local RIT Coordinators will be necessary. The tool may need revamping to make easier to use. All these tasks are technically simple and at relatively low cost.

LEAD THE PROCESS TO DEVELOP, OVER A THREE-MONTH PERIOD, A LONG-TERM STRATEGIC VISION FOR CEPF INVESTMENT

As per the division of regional responsibilities, the Colombian RIT Member, FPN, took responsibility for the preparation of the ‘Tropical Andes Long-term Vision’. This work has been contracted with Pippa Heylings, from Talking Transformations Inc., and associate Robert Bensted-Smith, with the participation of Carolina Proaño. Both are very well acquainted with

the Tropical Andes and its institutions. The Colombian and Bolivian RIT Coordinators have been fully engaged on and supervise the field aspects of this work, since the beginning.

Talking Transformations is having consultation workshops with specialists and grantees from the four countries, and some CONREP members were included. This consultancy started during the second half of 2020. So far, some of its findings coincide with those in this report.

REPORTING

Staff from FPN received and continues receiving period training on the different CEPF procedures. During 2020, because of the pandemic, additional training, discussion, and support has been conducted by virtual means. The Colombian RIT Member prepares quarterly financial reports and programmatic bi-annual reports, as per its RIT contract, but also reviews the programmatic bi-annual reports from partners. As all reports are presented at the same time, the reporting period becomes sort of bottle neck and time is very limited. Delays may occur in the different processes. Except for 2020, limited by the pandemic, CEPF Secretariat staff visited the Colombia. In addition to meetings with partners in their city offices, like with Calidris in Cali, field visits took place during those missions to be able to meet with indigenous organizations, like the 'Unidad Indígena del Pueblo Awa, UNIPA (the Awa Nation in Colombia).

VI.2.2.- EVALUATION CRITERIA

RELEVANCE

The ecosystem profile identified 11 priority KBAs in Colombia for Phase II. In eight of these KBAs, through technical advice to the CEPF Secretariat and working directly with local partners, FPN played a pivotal role in the development of projects. Complex issues related to governance and security prevented additional projects to cover the other three KBAs: illegal crops, violent territorial disputes among gangs and guerrilla groups, paramilitary presence, among others. Places excluded until now from the project portfolio are the Santa Marta Sierra Nevada, the Munchique National Park and Munchique Sur.

Across partners, there is solid agreement that the performance of the RIT, particularly through its support to shaping up the regional portfolio of projects, has been very good. Similarly, the general opinion is that the RIT's performance, vis-a-vis the RIT's ToR, has been very good too. Indeed, some partners, trying to rank quantitatively the performance of the RIT, put them in the upper percentile of performance.

Important issues remain for analyses and improvement: i) time allocation and management, and work load; ii) indicators quality and enhanced management of the "Global Monitoring" data; and iii) response time in future proposal calls.

EFFICIENCY AND EFFECTIVENESS, STRENGTHS AND WEAKNESSES

The CEPF Community in Colombia (Secretariat, RIT and partners) confront gigantic challenges in its quest for conserving the extraordinarily rich biodiversity of the Colombian Andes. Not only that a reality check would tell us (them) that the available financial resources are miniscule compared to the enormity of the threats and needs, but also the severe social and political limitations that affect the work of leaders and committed people, like armed groups and illegal crops. Some small grant partners indicated that they know well FPN, but they did not know about other RIT members and the regional structure and roles.

As subnational-local partner from Southwestern Colombia put it: *“The impact of information disseminated to local communities about the diversity and value of their territories has been outstanding!! Never before they thought of being at the center of a place of global importance”..*

Through the interviews with partners and RIT staff, a set of bullets on strengths and weaknesses of the RIT structure and capacities have been collected:

STRUCTURAL STRENGTHS

- i. The local RIT has a direct connection with the CEPF Secretariat, not through a third-party organization;
- ii. Having a strong and capable local organization as a RIT member;

STRUCTURAL WEAKNESSES

- i. May represent an increase of work for the CEPF Secretariat;

CAPACITY STRENGTHS

- i. Excellent communications and empathy with the CEPF Secretariat;
- ii. Coordination and engagement with partners;
- iii. Responsiveness before major political crisis;
- iv. In-depth knowledge of the finance administration systems;

CAPACITY WEAKNESSES

- i. the current RIT member lacks the necessary human resources to be able to undertake all duties in their ToR and therefore provide all services that partners need.
- ii. RIT's ToR are exceedingly ambitious.

IV.2.3.- EVALUATION THEMES

COVERAGE

In section VII.2.1. RIT's Terms of Reference, above, Table 12 shows the budget breakdown by strategic directions. The table presents how the investment on SD1 (45% of the country obligation), exceeds by the average percentage proposed in the ecosystem profile for that category (35%). Similarly, the investment on species conservation is over 60% higher than the originally recommended average. While those are not strict rules but recommendations, this deviation from the proposed averages presents the importance given in Colombia to strengthening KBAs and species conservation.

IMPACT

In the section referred to monitoring (see RIT's Terms of Reference, above), this report discussed gaps in the data fed into the global monitoring system. One of the aspects highlighted is that while Colombia has presented the most comprehensive list of species under conservation actions, there are still numerous red listed species that benefit from CEPF investment but are absent from the monitoring results (including those presented in the mid-term evaluation from 2019). It is a similar situation to the one found in Bolivia. That is, the impact on species conservation is surely much higher than reported. As for final monitoring data, this situation will improve as information from final reports is added to the monitoring workbook.

The global monitoring system reports 25 communities and social entities formed by small land-owners and dominated by a subsistence economy, that are receiving benefits from CEPF-funded projects in terms of improving their governance and decision-making. Access to environmental services is another important benefit to those small communities and social entities. Those communities and entities have different organizational structures and political levels: communities, resguardos and corregimientos (in increasing order of political importance, under municipal level). Working with partners, the local RIT has been able to deliver benefits to a suite of organizations with increasing functional and territorial complexities, a clear demonstration of its capacity and knowledge.

An important aspect of the performance of the RIT and the impacts of the project portfolio is the capacity to serve as enablers. Organizations at all levels, including particularly the indigenous and campesino organizations, were enabled to position themselves at the leading-edge of conservation in their regions. The new RIT structure even gave the three RIT members the opportunity to 'bloom' and grow, demonstrating their capacity.

ACCESSIBILITY

The Colombian RIT has performed very well in ensuring that grant opportunities and funding are available to subnational-local organizations, particularly to Indigenous and campesino groups. Over 99% of the funding goes to Colombian organizations, and 67% of it goes to subnational-Local and Indigenous-campesinos organizations. The following table summarizes the number of grants and total budget by organization type:

Table 14: Accessibility to Different Organization Types

ORGANIZATION TYPE	# GRANTS	INVESTMENT
International	1	\$ 20,000.00
National	6	\$ 778,099.67
sub-national / Local	14	\$ 1,268,990.65
Indigenous, Campesino and Community-based	5	\$ 341,077.04
Grand Total	26	\$ 2,408,167.36

ADAPTIVE MANAGEMENT

The continuously changing political and social environment of the four countries included in the Tropical Andes BH Phase II, require a very high level of adaptiveness, and Colombia is no exception. Violence that suddenly sprouts in previously quiet regions (Awa territory), unexpected changes in national and local authorities, and extreme natural events (earthquakes and floodings), they all play against the normal implementation of projects.

Fondo Patrimonio Natural has demonstrated a high social and political resilience, adapting as necessary to those changes. From lockdowns and devastating deaths during the pandemic to very recent changes at the highest leadership level in the Unidad de Parques Nacionales (Colombian protected areas service), FPN has adapted well and continues its support to Colombian organizations. Colombian partners knew FPN well, not only trusting its approaches but also feeling deep empathy. Nonetheless, many partners did not know much about the roles of the RIT, the structure of the decentralized RIT and roles of the two other organizations.

As the representatives from Palmar Imbi wisely put it: *“a decentralized RIT responds much faster and adapts better to both risks and opportunities than a big central organization!”*

VII.3.- ECUADOR

The RIT Member in Ecuador is the “Fundación Internacional para la Promoción del Desarrollo Sustentable Futuro Latinoamericano”, frequently known as “Fundación Futuro Latinoamericano” or FFLA. The organization was created around 27 years ago, with headquarters in Quito and a mandate to work at the Latin American level. With strong expertise on conflict resolution and governance, they have recently started a new field of action

to cover water issues across several countries. They have also served to subgrant funds to smaller NGOs in Ecuador, and have teamed up for regional projects with at least one current CEPF partner.

FFLA's work supporting and helping develop the CEPF portfolio counts with two staff: the RIT coordinator at 85%, and the financial manager at 80% dedication, respectively Paola Zavala and Christian Lopez⁷. FFLA committed taking the leadership on civil society capacity building.

During the five years of Phase II, FFLA has gone through important changes. A change in leadership took place in 2019, with the hiring of a new executive director. FFLA has had three different RIT coordinators. The current coordinator was hired in October 2019.

VII.3.1.- RIT'S TERM OF REFERENCE

COORDINATE CEPF INVESTMENT IN THE HOTSPOT

Despite its relatively short time with FFLA, the current RIT Coordinator believes that her organization has performed adequately in coordinating and promoting the CEPF investments in Ecuador. Some partners back this perspective and indicate that FFLA has promoted strong cooperation among partners and projects, and between partners and the Environment and Water Ministry (MAAE). Indeed, a formal meeting between CEPF partners and the Environment Ministry, the UNDP and authorities of key provinces took place in 2018, organized by the RIT Coordinator. Then, more recently, in November 2019, FFLA organized a very successful partners meeting at the Yunguilla community (Corporación Microempresarial Yunguilla), another CEPF partner. The Ecuadorian RIT Member also played an important role in helping organize the mid-term evaluation meeting in Quito in March 2019.

Even more, a partner has highlighted the role FFLA played participating actively in a KfW project appraisal mission for potential new funding in Ecuador, by organizing and facilitating consultations with stakeholders during a KfW field visit. FFLA also provided input into priorities for future CEPF funding.

Some partners have a long history of working together with FFLA. Now, as a RIT Member, these partners see FFLA as a full responsive CEPF 'representative' that can provide adequate support when needed. The same perspective is applied to the local RIT Coordinator, who previously was an environmental officer at USAID in Ecuador. Particularly small grantees praise FFLA support in helping complete their proposals, but also with institutional development aspects. In parallel, partners that received big grants indicated that their relationship was almost exclusively with the CEPF Secretariat; some partners initiated their relationship with CEPF receiving a big grant. Then, they won a second grant, this time a small one. These partners

⁷ Previously, from October 2018 through October 2019, time supported was: 85% for the RIT coordinator, 100% for the financial manager, and 40% for a technical assistant (M. Zador, personal comm.).

praised highly the support that the RIT Coordinator provided to them. Such support was not only during the completion of the proposal but extended also to the grant implementation period. And even more, one member of the Academia indicated that the local RIT was always willing to support creating relationships with the local offices of CEPF donors, even if they did not need such support (as the University is well known and positioned).

All partners participating in the interviews value very highly the meeting in Yunguilla, and highlight that it was a great networking opportunity.

SUPPORT THE MAINSTREAMING OF BIODIVERSITY INTO PUBLIC POLICIES AND PRIVATE SECTOR BUSINESS PRACTICES

As indicated before, FFLA actively fertilized the relationships between CEPF partners and the Government of Ecuador. The Ministry of Environment and Water, MAAE (until recently just Environment Ministry or MAE), has designated an official focal point for CEPF projects and partners, a sign of the importance this agency gives to CEPF cooperation.

Some partners have been able to create increasingly good working relations with provincial and municipal governments, and the local RIT contribute to developing those connections. Such is the case of the FCAE, the Familia Awa organization in Ecuador. A similar case is the strong relationship between the Corporación Microempresarial Yunguilla and different agencies of the provincial and municipal governments in Pichincha and Quito respectively.

Through results and influence from CEPF partners, several important achievements could be highlighted. Working with subnational governmental agencies, the ACUS Intag Toisan was created in Northwestern Ecuador (ACUS means 'Conservation and Sustainable Use Area'). Similarly, CEPF funded the technical documents and inventories to support the expansion of the Biological Reserve Cerro Plateado.

According to one partner, engagement with the private sector depended more on the projects and partners than on a concerted action by either the RIT or CEPF. Indeed, very little was done to establish linkages with the private sector, except for some tourism companies. The FCAE and the Corporación Yunguilla have made the decision of not getting involved with extractive companies, which are the main private corporations in their regions.

Despite obvious gains in the coordination among partners and the relationships between them and the government, there is ample room for improvement. For instance, some conservation corridors have three CEPF partners working on them. There could be significant complementarity and synergy, even opportunities to undertake together major resource mobilization initiatives. This level of strategic thinking is just starting to flourish.

COMMUNICATE THE CEPF INVESTMENT THROUGHOUT THE HOTSPOT

Internal communications within the CEPF partner community in Ecuador has mostly been through email, and in-person meetings. In general, the communication was very fluid. Still, some partners consider that the internal communications in Ecuador came to a stall.

Communications to external audiences are coordinated at regional level by PROFONANPE, the Peruvian RIT Member. Ecuadorian partners, as well as the RIT Member in this country, have relied on PROFONANPE for their external communications products and social media. The way it works is that the RIT Coordinator requests content and materials from local partners and those are then forwarded to PROFONANPE. Some partners have direct connections with PROFONANPE. The more developed partners have their own communications capacity and staff, like Fundación EcoCiencia, CI Ecuador and the Universidad Técnica Particular de Loja (UTPL). These partners are very active promoting their results and contributions. UTPL has been very efficient communicating its work, and influencing new policies adopted by the Municipal Government. The following page contains a picture of biodiversity scientist Diego



Figure 7: Conservation scientist Diego Armijos (first on the left), from partner Universidad Particular de Loja (UTPL), in a public event with Loja's Mayor (second left to right), after approval of a new amphibian conservation ordinance based of CEPF-funded research (picture courtesy of the Loja Municipality).

Armijos, from UTPL, together with the Mayor of Loja City, when the municipality used CEPF-funded results to approve a new conservation ordinance for the 'cantón' (county). As a large grant partner said during the interview, organizations must make a 'Mea Culpa' for not generating enough content and information for communications. For some big grantees,

communications material was requested directly from the CEPF Secretariat and published in the CEPF web page.

A recommendation is that the local RIT coordinator exerts sufficient influence as to actively engage partners in producing the necessary information and materials (text, pictures, maps, species lists, etc.).

BUILD THE CAPACITY OF CIVIL SOCIETY

No capacity needs assessment was conducted in Ecuador during the first two years of CEPF work in Ecuador (CEPF activities started when the Government authorized them in July 2016). Then, in late 2018, having FFLA committed to leading the capacity building component at regional level, a first survey was conducted across the four countries. More recently, as a follow up to the mid-term evaluation meeting in Quito, a more comprehensive survey was conducted on July 2020 with the participation of 74 partner staffers from the four countries. Based on the survey results, as well as on previous work conducted by the four RIT coordinators in early 2019, the decision was made that an advanced training on project preparation and management was the highest priority. Under the leadership of FFLA, BYOS s.r.l. and the Universidad Andina Simon Bolivar (UASB), Campus Quito, organized an on-line training course. More than 100 participants from the four countries attended the course, which was certified by the university with credits for master studies. Three university professors took charge of the course and were in continuous contact with the students. This course will now be part of the on-line courses offered regularly by the UASB.

According to partners interviewed in the different countries, the course was a success. Through the course, a solid process of increased networking started among many different organizations. Even for the university this course was an important step forward in a field that had not been explored before: not-for-profit project preparation and management. A general impression is that this three-month long on-line course has been a win-win for everyone.

At a different level, some partners have indicated that while most of the relationship has been with the CEPF Secretariat, the local RIT (FFLA) supported the development of products and processes identified with the CSTT. Along this line, partner FCAE (Awa Family) commented that with support from FFLA, they were able to improve their governance, update their bylaws and have clear and productive relationships with the local government.

In a previous section, the jump in increased institutional capacity by Mindo Cloudforest Foundation (MCF) was highlighted. Despite its 18-year history, it has been thanks to support from the CEPF Secretariat and the local RIT member that the organization is taking off toward a new era. Similar situations have occurred to other subnational-local organization, whose strategic planning and organizational improvement processes started thank to the support from the RIT and/or CEPF Secretariat (often there is overlap on some functions of these two levels).

As it happens in other countries, the performance in developing the capacity of partners for engaging with the private sector has been relatively limited. According to the RIT Coordinator, there is no clarity on how to approach this issue. Some partners have a solid trajectory of working with the private sector. Worth mentioning the case of the Yunguilla Corporation, who has been working for many years with General Motors Ecuador on ecological restoration.

Compared to other RIT members, not surprisingly as it is the RIT member leading capacity building, FFLA is the organization that has allocated the highest percentage of funds received to SD6 (Capacity Building): around 8.75% of total budget (\$187,987). This amount includes the small grant to BYOS s.r.l. for the on-line training course with the Simon Bolivar Andean University.

A strong recommendation with regards to capacity building, for all RIT members, is that major investments in capacity building should take place earlier in the implementation of an investment phase. The numerous benefits emerging for this on-line course are coming when the projects are all closing.

ESTABLISH AND COORDINATE A PROCESS FOR LARGE GRANT PROPOSAL SOLICITATION AND REVIEW

As already commented for Bolivia and Colombia, this process is developed jointly with and led by the CEPF Secretariat. The local RIT performs a group of activities to facilitate the dissemination of information about the call, and encourage national organization to apply.

Ecuador had its first call for proposals in October 2016, shortly after CEPF activities were authorized by the Ecuadorian Government. That is nearly a year and a half after the three other countries, which had already had four calls. Two more calls included Ecuador: January 2018 and November 2018. The local RIT coordinator directly invited some of the smaller indigenous and campesino organizations, with whom working relationships already existed. This represented an advantage as key organizations were readily identified. An example was the Corporación Microempresarial Yunguilla. Ecuador started to implement its first two projects nearly a year after the initiation of activities in other countries. Fortunately, as demonstrated in Table 7, large grants in Ecuador were able to recover this delay in initiating activities, surely thanks to previous CEPF work in the Choco, Northwestern Pichincha, Carchi and other regions. Several of the important local NGOs, such as Fundación Altrópico, EcoCiencia, and Conservation International Ecuador, already had working relationships with CEPF.

Once the calls were published, partners attest for the proactive approach by the RIT. The local RIT organized promotion events in different regions of the country, and engaged the MAAE and local governments in disseminating information about the call for proposals. Some partners commented about the strong support they received from the RIT to help 'polish' their proposal before uploading it to conservation grants. As no big grant was over US\$250,000, there was no

need to request external peer reviews. Nonetheless, the RIT created a local CONREP that could also help with the review of small grants, as we will see in the next section.

Similarly to other countries, in Ecuador some applicants received their application responses very late (sometimes 10 months later).

MANAGE A PROGRAM OF SMALL GRANTS OF US\$20,000 (US\$50,000 OR LESS IN SELECT APPROVED REGIONS)

A total of eight small grants were approved by FFLA between 2019 and 2020. Seven of the small grants corresponded to projects in Ecuador. Table 15 shows the number of small and large grants for projects in Ecuador, and the total budget for each category. It’s important to highlight that an eighth small grant, to BYOS srl, in the amount of \$49,731.00, normally assigned to Ecuador in other CEPF documents, has been recategorized in this report as a regional project managed by FFLA. Consequently, Ecuador appears in this document with 24 projects, not 25.

Many of the small grants derived from bigger grants that were not approved. The RIT approached applicants whose large grant application was rejected, and supported them in the preparation of smaller requests. This process help develop their capacity to work with large CEPF grants in the future. Most small grant partners recognize the support received from the RIT during the proposal preparation phase, and indicated that the contractual procedures were simple and fast. At least one small grant was related to livelihood restoration support after the 2016 earthquake in Ecuador. In another case, the small grant was a targeted activity aimed at solving specific needs for the hotspot.

Table 15: Number of grants and total investment per grant size in Ecuador. ((does not include the small grant to BYOS srl for regional on-line training)

GRANT SIZE	# OF GRANTS	INVESTMENT
Small	7	\$169,810.20
Large	17	\$1,978,017.46
Grand Total	24	\$2,147,827.66

An important lesson learned from small grants, in Ecuador but also in other countries, is that small grants fulfill several functions:

- i. create basic organizational capacity, that will later allow grantees to apply for bigger funds;
- ii. solve specific problems that may be limiting progress in the entire portfolio; and
- iii. as part of CEPF’s granting policies, it may be convenient to have provisions to allow inviting select organizations to advance solutions that would not be generated through the regular calls for proposals (this has already been done in at least two occasions).

As required by this component of the RIT's ToR, FFLA created an expert group, the CONREP, to help review and provide recommendations regarding the funding proposals received. The composition of the Ecuadorian CONREP was:

- ✓ Ana Maria Varea, from UNDP;
- ✓ Francisco Prieto, then National Biodiversity Director at Environment Ministry (today with the Instituto Nacional de Biodiversidad- INABIO);
- ✓ Tarsicio Granizo, at that moment Minister of Environment- MAE (today with WWF);
- ✓ Leonardo Sotomayor, with the MAE;
- ✓ Monica Roman, then with the Municipal Environmental Fund;
- ✓ Mauricio Velasquez, with CAF, the Banco de Desarrollo de America Latina; and
- ✓ FFLA representative.

The Ecuadorian CONREP has not reconvened since the last call for proposals in 2018, and its role seem to have been exclusively in reviewing the grant proposals. It is interesting to note that it lacks participation from the academia, the tourism sector, the local not-for-profit sector, or indigenous organizations.

MONITOR AND EVALUATE THE IMPACT OF CEPF'S LARGE AND SMALL GRANTS

Monitoring project impacts has been considered a challenge by the RIT. Partners receiving large, multi-year grants learn the use of the 'Global Monitoring Framework'. Partners with small grants, normally only six months, struggle learning the indicators and how to measure them. Even more, according to the RIT, the logic frameworks of many small grants do not coincide with the CEPF's logic framework, making it more difficult to measure indicators. Importantly, short projects (small grants) normally yield little or no change in many of the indicators.

The Ecuadorian RIT coordinated the review of monitoring data with its counterpart in PROFONANPE, the RIT Member that leads the monitoring activities. As data from the final reports continue to be added to the monitoring system, the numbers used for this brief section may change. Current data was downloaded on November 25, 2020.

Second to Bolivia, Ecuador reports 39 communities in the monitoring tool, and the information is relatively well organized. The most frequent benefit documented is improving the governance and access to environmental services.

Currently, no species information exists about Ecuador in the species tab. A similar situation occurs with the mid-term report prepared during the Quito meeting in April 2019. Only one amphibian species is reported in the 'Annual Portfolio Review 2020'. However, CEPF funded a large, multi-year project (\$95,000; three years) to Aves y Conservacion (Birdlife In Ecuador) for the conservation of Black-breasted Puffleg (*Eriocnemis nigrivestis*) (ID CEPF 108652; closed on

July 2019). The species is not mentioned in neither document. Similar considerations could be made regarding CONDESAN's project on participatory planning of three KBAs in Northwestern Ecuador,

Clearly there is ample room for improvement with regards to data quality and completeness in the monitoring system. The use of the tracking tools may seem difficult, but what is needed is more training to partners and RIT coordinators, and manuals with clear guidelines and criteria for the different monitoring tools, including how to measure the different indicators (this is lacking for portfolio indicators). A review of the system and its indicators should be conducted before the initiation of the next investment phase. This should be a high priority. Particularly, given the numerous suggestions of work overload, it may be interesting to consider prioritizing the parameters to monitor (currently 16).

FFLA supported the preparation of social and environmental safeguards, and guided partners in their use. An example is the participatory and community information process followed by the Awa's FCAE for its project "Fortalecimiento de la capacidad local y alianzas estratégicas para la protección territorial y ambiental del pueblo Awá del Ecuador". Many issues emerged during the process. For instance, according to partners, the need to conduct community meetings to inform local people about the project and its activities was not well understood by some authorities, who question the benefit of such approach. Even more, the management committees that are often recommended for protected areas do not exist in Ecuador (there is one for the Yasuní Biosphere Reserve, but it has not met in more than two years). Territorial governance is very incipient in the country, and gender equality applied to local indigenous and campesinos cultures do not exist (there are of course provision at the constitutional level). The combined work of the RIT and partners brought important progress on the use of safeguarding principles. A first ever example in the country has been the inclusion of a 'mecanismo de quejas' (complaint or grievance mechanism) during the updating the management plan for the Cotacachi-Cayapas NP, by FCAE and Conservation International. However, specialized training in safeguards would benefit partners in the upcoming investment phase.

LEAD THE PROCESS TO DEVELOP, OVER A THREE-MONTH PERIOD, A LONG-TERM STRATEGIC VISION FOR CEPF INVESTMENT

This process is led by the RIT Member in Colombia, FPN. Pippa Heylings and Robert Bensted-Smith, from Talking Transformation, are preparing the long-term vision. Both Heylings and Bensted-Smith have long standing experience in the Tropical Andes, especially in Ecuador. FFLA has supported this work and help coordinate with the local organizations.

REPORTING

At the beginning of Phase II in the Tropical Andes, RIT staff received the necessary training. As staff have changed over time, hands-on training with close supervision from other CEPF staff has been a necessary alternative. On-line training sessions were frequent. Like other RIT Members, FFLA must comply with the quarterly financial reports and bi-annual programmatic reports. Additionally, it must review partners reports too and provide feedback on data for the global monitoring system.

Except for 2020, staff from the CEPF Secretariat visited Ecuador, and FFLA staff accompanied in such mission, including sites visits. In 2019, FFLA supported the visit of CEPF staff and KfW officers during the pre-appraisal site visits in the Andes of Ecuador.

VII.3.2.- EVALUATION CRITERIA

RELEVANCE

Work developed in Ecuador by FFLA, the RIT Member in the country, to support achieving the goals and objectives of CEPF in the Tropical Andes, was very relevant, according to the priorities set forth in the ecosystem profile. Conservation planning for the Cotacachi-Cayapas NP, one of the largest protected areas in the northern Tropical Andes HS, as well as supporting the protection of the Awa territory and its people, are high priority strategies in line with the ecosystem profile. For instance, 12 high priority KBAs exist in Ecuador and current projects take place in 11 of them, an indicator of the RIT performance.

Despite frequent staff changes, FFLA's performance has been kept at the necessary level and fits well into what is expected from the organization, as per the RIT's ToR.

Geographically, most high priority KBAs and corridors have been attended (only one exception). Still, some partners have argued that a few very important KBAs in the Nangaritza watershed have been left aside, a similar situation also happens in the northern section of the Eastern Cordillera. According to some specialists, the Northeastern Cordillera should receive a higher priority, even if actual investments do not take place. Several conservation and sustainable use areas (ACUS) in the Carchi province, have not received any investment during at least a decade, despite their high importance for biodiversity. Elevating their conservation importance may leverage funding from agencies other than CEPF.

EFFICIENCY AND EFFECTIVENESS, STRENGTHS AND WEAKNESSES

From the moment that FFLA became 'full' RIT member (direct agreement with CEPF) in October 2018, the number of funded projects almost doubled and the investment grew by nearly 50%. While grant contracting started late in Ecuador, due to factors already explained, coordinated work between FFLA and the CEPF Secretariat allowed to overcome that delay.

STRUCTURAL STRENGTHS

- i. having a local organization who knows the national context, biologically and politically;
- ii. can coordinate quickly with local organizations;
- iii. having a local organization with recognized leadership;

STRUCTURAL WEAKNESSES

- i. the decentralized structure requires more time for coordination and decision making,

CAPACITY STRENGTHS

- i. high communication and coordination capacity among RIT Members;
- ii. capacity to support the work on KBAs and corridors, and capacity building;
- iii. FFLA's expertise and long history of work with local stakeholders;
- iv. staff with extensive expertise, from local to national, and with indigenous groups;
- v. expertise managing local and national stakeholder.

CAPACITY WEAKNESSES

- i. so far unable to provide partners with clear description of the RIT's member roles ("I never heard about the other RIT Members");
- ii. at times there seems to exist confusion, overlap between the RIT and the CEPF Secretariat roles;
- iii. irregular/not periodic communications with partners and donors.

VII.3.3.- EVALUATION THEMES

COVERAGE

Investment coverage in relation to the 'Strategic Direction' is presented in the Table 16, below. Notice that investment in KBAs conservation is extremely high, like in Colombia, a clear consequence of the high number of KBAs and the result of the prioritization set forth in the last call for proposals.

Table 16: Investment breakdown by Strategic Direction in Ecuador.

STRATEGIC DIRECTION	ECOSYSTEM PROFILE ALLOCATION		TROPICAL ANDES B.H. TOTAL OBLIGATIONS (As per data from CEPF 02/13/2021)		ECUADOR TOTAL OBLIGATIONS (As per Salesforce database to 11/20/2020)	
	AMOUNT	% of Total	AMOUNT	% of Total	AMOUNT	% of Total
1. KBAs strengthening	\$3,500,000.00	35.00%	\$3,994,087.95	41.45%	\$1,287,110.42	59.93%
2. Mainstreaming biodiversity	\$1,100,000.00	11.00%	\$627,064.96	6.51%	\$0.00	0.00%
3. Threats mitigation	\$750,000.00	7.50%	\$635,019.29	6.59%	\$77,000.00	3.59%
4. Private sector	\$1,150,000.00	11.50%	\$1,007,704.10	10.46%	\$48,671.60	2.27%
5. Species conservation	\$1,000,000.00	10.00%	\$1,305,250.39	13.54%	\$313,251.64	14.58%
6. Civil society strengthening	\$1,000,000.00	10.00%	\$560,076.94	5.81%	\$138,256.00	6.44%
7. Regional implementation team	\$1,500,000.00	15.00%	\$1,507,533.00	15.64%	\$283,538.00	13.20%
Total	\$10,000,000.00	100.00%	\$9,636,736.63	100.00%	\$2,147,827.66	100.00%

On the contrary, the table above shows no investment on mainstreaming biodiversity and higher than average investment on capacity building. Additionally, investment on threats mitigation is only half of the average for the hotspot. Does this mean that there is no need to mainstream biodiversity in Ecuador and that there are no major threats to mitigate in the country's Andes?

An important recommendation that seems to emerge out of the numbers in this table, but also because a similar situation has been documented in Colombia, is that CEPF might want to consider setting guidelines for investment targets.

IMPACT

As indicated before, when discussing data contribution to the 'Global Monitoring' system, the performance of the RIT in supporting partners' completion of their proposals and helping them network is adequate. Nonetheless, impact on species conservation as well as on acreage protected or conserved is difficult to assess given perceived problems with the data in the global monitoring system.

An important impact refers to promote the dialogues and social conditions to allow for an increase in civil society participation. This goes beyond the funding aspect, but more with the civil society approach to contribute to the global imperative of biodiversity conservation.

ACCESSIBILITY

Nearly 74% of CEPF's investment in Ecuador goes to national organizations of different types, with around 55% of the total investment going to NGOs that work at country level and/or are based in the capital city of Quito. Some of those NGOs have small, on-site offices (small towns, communities), like Fundación Altropico. At the same time, indigenous, campesino and

community-based organizations get over 5% of the funds. Interestingly, the only two Andean universities in the portfolio, both are from Quito.

Table 17: Number of projects and investment per organization type (includes one RIT grant).

ORGANIZATION TYPE	# OF GRANTS	INVESTMENT
International	4	\$549,522.20
National	10	\$1,186,939.56
sub-national / Local	4	\$196,115.60
Academia	2	\$96,776.70
Indigenous, Campesino and Community-based	4	\$118,473.60
Grand Total	24	\$2,147,827.66

ADAPTIVE MANAGEMENT

During the Phase II period, Ecuador has gone through natural disasters and extreme political and social unrest. In April 2016, a major earthquake shook most of the country with nearly 500 fatalities and disruption of basic services for weeks in areas in or adjacent to the TABH, particularly in the Cotacachi-Awa corridor. In October 2019, extreme political unrest across the country caused significant economic damages and lives losses, from which the country has not recovered yet. And then, the pandemic came with its devastating effects.

A special note ought to be included about the exceedingly high turnover of authorities in the Environment Ministry. It is very difficult to keep track of who is on what position.

Despite the many situations described above, FFLA has been very resilient and adaptive, and its program did not paralyze. Particularly, during 2020, FFLA provided partners with the necessary support to amend their agreements with CEPF. As explained before, the impact of COVID-19 on the NGO community has been extreme. FFLA, as most organizations around the globe, have gotten into communication technologies and has been able to convene on-line workshops and meetings. This may be an important aspect in the new normal.

VII.4.- PERU

Peru is the country with the biggest share of the Tropical Andes Hotspot, around 20% more than the second country, Bolivia. It is also the country with the largest area covered by KBAs, and it is second to Colombia in number of KBAs (96 vs 121 KBAs). Peru received a significant amount of funds during the investment Phase I, a condition that has continued in Phase II (see Table 6 for the number of projects per country and Figure 3 for total investment per country). During the last call for proposals (November 2018), five KBAs were prioritize in Peru (six in Ecuador, five in Colombia and only one in Bolivia).

Currently, Peru has 27 grants signed, for a total investment of \$2,336,436.68.

Institutionally, the RIT member is PROFONANPE, the national environmental fund, an organization with very good performance y reputation for over almost three decades. A para-governmental entity (private entity with public governance), it leads the communication and monitoring components of the Tropical Andes RIT.

VII.4.1.- RIT'S TERM OF REFERENCE

COORDINATE CEPF INVESTMENT IN THE HOTSPOT

PROFONANPE, the Peruvian RIT Member, has done a good job in coordinating the CEPF investments in Peru. Provided good orientation and support when exploring funding opportunities from other donors and has been active in promoting the collaboration and synergy among CEPF partners, like in the case of AVISA SZG and ProNaturaleza. Another good example is the partners meeting in Chachapoyas, Amazonas Department, where participant organizations set the foundations for the 'Peruvian Mining Observatory'.

Every year, PROFONANPE hosts an open house, where bi and multilateral agencies and development banks, also general public, can learn about projects supported by the Fund. CEPF partners have been invited to showcase their projects. Even more, PROFONANPE has done some efforts to cultivate the relationship with the Japanese Cooperation Agency (JICA) the French Development Agency (AFD) and GEF, exploring opportunities to further biodiversity conservation work funded by CEPF. During the Latin America Protected Areas Congress, in Lima, 2018, PROFONANPE supported the participation of CEPF, together with the European Union, in a side event. This event was very well received by a broad number of participants. According the M. Zador, *"The CEPF task manager to the EU commented on how impressive the communications and stand was"*.

SUPPORT THE MAINSTREAMING OF BIODIVERSITY INTO PUBLIC POLICIES AND PRIVATE SECTOR BUSINESS PRACTICES

Bigger and more solid Peruvian partners, such as ProNaturaleza or SPDA, may not need any major support from the Peruvian RIT Member in order to engage with the public and private sector. Nonetheless, as stated by many partners, the RIT was always ready to provide feedback and recommendations. RIT support on these issues also depends on the grant size. For small grants lasting no more than 6 to 8 months, this type of engagement with the public and private sector are difficult. However, RIT support has made a significant difference in several occasions. Such is the case of the amphibian conservation project implemented by CORBIDI, where the support from PROFONANPE opened all necessary doors at government agencies. As CORBIDI's lead scientist said: You put PROFONANPE's name up front and all runs smoothly!

In the very special case of the ECA Chayu Nain, PROFONANPE plays a pivotal role in engaging SERNANP as a partner supporting the indigenous community that implements the project.

Support to engage the private sector has taken place depending on the partner needs. There are some good examples with the tourism sector, like the project led by SPDA, as well as with the cocoa sector in the case of the ECA Chayu Nain.

A partner indicated that, despite their interest, RIT staff cannot do more because of the lack of time. The perception that RIT staff is severely limited in time is also shared by other partners. This situation has been commented in all countries, and should be considered seriously.

COMMUNICATE THE CEPF INVESTMENT THROUGHOUT THE HOTSPOT

PROFONANPE leads the communication component of the RIT. A very brief description of regional communications was presented before (section VI.VI.V.- COMMUNICATIONS). On one hand, it ensures that the information among the CEPF community is adequate aiming at keeping all members informed of progress in the portfolio. On the other hand, PROFONANPE manages the external communication.

Regarding internal communications, within the CEPF community, most partner coincide that communications have improved enormously. According to one partner, the breaking point at which more fluid and better communications became a reality was the mid-term evaluation meeting in Quito. This meeting took place just a few weeks after PROFONANPE took the lead in communications. During the meeting, the community of partners really understood the extent of the RIT role and the integrality of CEPF's approach. The partners meeting in Chachapoyas has also been a point of inflexion for CEPF partners in Peru.

External communications are managed through different means: web page, Facebook fan page, and an Instagram account. In addition, the ConectAndes bulletin is published regularly, on a bimonthly basis. As indicated previously, a nice and educative report on communications was prepared by staff from PROFONANPE and can be found in ANNEX VI.

One partner commented about the need to have a documents repository where CEPF supported products could be shared with the public. According to the partner, there was a previous effort intended to bring in one or two government agencies. Unfortunately, the discussions and work became too politicized and went nowhere. The need for such repository is pending and should be considered a high priority. An option is to use the very same Tropical Andes web page (this is the way many organizations do it).

Publications in the web page and posts in social media are slightly below the optimal number suggested per week in the communications industry, an issue that could be easily solved with just modest contributions from partners.

According to the local RIT coordinator, if any geographic or organizational bias exists in the posts, it is surely due to time shortage and the lack of sufficient content to prepare the posts.

While PROFONANPE staff sometimes generate content based on information in Conservation Grants, it should be the responsibility of partners to provide content for communications.

Communication is a fundamental aspect of the conservation work. If results generated by CEPF-funded projects are to bring changes to the conservation status of biodiversity and to promote a greener economy, then those products must be made public, and communications must be more frequent and of the highest possible quality. Partners should play their role in generating content: they are the ones who know what is going on in the field. This issue needs to be analyzed, and decisions should be made accordingly.

BUILD THE CAPACITY OF CIVIL SOCIETY

This is a very important component during the implementation of Phase II. In addition to strategies and funds allocated to 'Strategic Direction 6' (SD6), most projects included a component for capacity building. In total, 21 projects include a capacity building component, and opportunities for hands-on technical training abounded in them. Projects grants 66124, 66164, 66129, 66125, 66127, among others, include capacity building activities.

At the beginning of Phase II, no assessment of civil society capacity needs was conducted. In Peru, only one large grant labelled as SD6 was contracted before the RIT restructuring in October 2018. After that date, as PROFONANPE, FFLA and FPN signed their RIT agreements with the CEPF Secretariat, capacity development became a higher priority. In addition to having FFLA, from Ecuador, leading capacity development at regional level, some opportunities were seized directly by PROFONANPE. For instance, the role played by PROFONANPE in helping increase the capacity of indigenous communities in the ECA Chayu Nain is well-known and must be highly praised. Referring to capacity building under SD6, a RIT staff commented that 'those processes must start at the beginning of the investment phase but not at the end', left for late in the investment phase "partners are overwhelmed by the amount of activities".

With a sense of constructive criticism, a partner commented that it is important to understand that small grants over short periods do not create capacity. In line with this assertion, another partner suggested that if small grants are to be kept, then a sequence of small grants implemented by the same partner could be a much better strategy to capacity development. Equally important, it is convenient to separate training on the tools and platforms of CEPF vis-a-vis its own projects, from creating capacity to implement projects.

A strategic aspect that was highlighted during one interview is alliance formation, in general but particularly among CEPF partners.

Like communications, capacity development strategic plans should be considered for future TA phases. Some recommendations are included in Chapter VI.

ESTABLISH AND COORDINATE A PROCESS FOR LARGE GRANT PROPOSAL SOLICITATION AND REVIEW

In previous country sections this duty has been commented. The activity is led by the CEPF Secretariat, and all the in-country work is conducted by the local RIT. Such work includes: meetings, workshops, presentations and among other activities. Once the LOIs are approved, PROFONANPE provides the potential partners with all necessary support to complete their proposal and have them approved.

Together with Bolivia and Colombia, CEPF started to contract large grants in Peru in 2016, and all small grants started after March 2019.

Table 18: Number and size of grants in Peru (from Salesforce report dated 12/04/2020)

GRANT SIZE	# OF GRANTS	INVESTMENT
Small	11	\$ 303,274.66
Large	16	\$ 2,033,162.02
Grand Total	27	\$ 2,336,436.68

Partners value very highly the efficient support that PROFONANPE, the local RIT Member, gave them during the proposal completion.

Some partners also commented about the inconvenience created to applicants when the responses to LOIs took too long.

MANAGE A PROGRAM OF SMALL GRANTS OF US\$20,000 (US\$50,000 OR LESS IN SELECT APPROVED REGIONS)

Small grants are central to the role of RIT members. PROFONANPE has manage to have 11 small grants, more than any other RIT Member. Partners value very highly the support provided by the RIT. At the same time, they would have appreciated a quicker response. Processes take long time, and that leads you think that there is work overload.

Following the requirement of the RIT's ToR, PROFONANPE created a local CONREP in 2016. Members of the Peruvian CONREP are:

- ✓ Luis Espinel, Conservation International Peru;
- ✓ Humberto Cabrera, formerly with PROFONANPE;
- ✓ Haidy Ríos, PNUD;
- ✓ Silvia Sánchez Guamán, independent consultant, previously with APECO;
- ✓ Jorge Chávez, La Molina University, previously with SERNANP;
- ✓ Luis Ríos, independent consultant, previously with ProNaturaleza; and
- ✓ Armando Valdes, professor, Universidad Cayetano Heredia.

Their recommendations during the solicitation process are very important. Still, sometimes, discrepancies could arise between what they recommend and final decisions made by CEPF. At times, communications with the CONREP have been infrequent.

One perspective that has been transmitted to the consultancy team a few times is that small grants requirements are excessive for the amount of money and length of the implementation period.

MONITOR AND EVALUATE THE IMPACT OF CEPF'S LARGE AND SMALL GRANTS

A key activity to demonstrate success but also to help anticipate negative developments, monitoring is led by PROFONANPE. Following the principles and methodology of CEPF's "Global Monitoring Framework", the data collecting tool is an Excel workbook with a worksheet per parameter to monitor. For each parameter you have several indicators. Partners highlight the support that PROFONANPE is always willing to give for monitoring activities.

A review of the different tracking tools and the monitoring template used for small grants leads to conclude that, in general, these instruments are simple and easy to use. Nonetheless, there is room for improvement. The worksheet for communities is very simple to fill and the information requested is normally available. The same applies to the worksheet for species. The tab for area (hectares), is more complex and a revision of it is strongly recommended.

Despite their simplicity, the different worksheets show frequent gaps in the data. A possible explanation is that at the moment of conducting this evaluation, most projects were closing and the data had not been uploaded to the system. However, data that should have been reported by projects that closed long ago did not appear in the Excel report either. A different partner indicates that some indicator can be improved to give a more realistic picture of what happens in the field; e.g., a project may yield outputs that may not provide social benefits immediately, but will improve quality of life in the midterm. As in other countries, an important number of partners suggest that there are no clear guidelines for portfolio indicators, something on which all RIT coordinators agreed.

A very important aspect that has also been indicated in Ecuador is that some of the CEPF indicators may not be useful for the monitoring systems used by the environmental authorities of the country. National environmental authorities, like the Environment Ministry (MINAM) in Peru, are eager to get data from cooperation on conservation and use that data to report on their international commitments, like with the Convention on Biological Diversity. This has been brought to the attention of partners by the Peruvian International Cooperation Agency.

LEAD THE PROCESS TO DEVELOP, OVER A THREE-MONTH PERIOD, A LONG-TERM STRATEGIC VISION FOR CEPF INVESTMENT

As already reported in the Colombia subchapter, this work has been contracted with Pippa Heylings, from Talking Transformations Inc., and associate Robert Bensted-Smith. Both are very acquainted with the Tropical Andes and its institutions. The Colombian and Bolivian RIT Coordinators have been fully engaged on and supervise the field aspects of this work, since the beginning.

REPORTING

Staffers from PROFONANPE dedicated to supporting CEPF are among the most experienced in the Tropical Andes RIT. The Peruvian RIT Member prepares quarterly financial reports and programmatic bi-annual reports, as per its RIT contract, but also reviews reports from partners. As all reports are presented at the same time, the reporting period becomes sort of bottle neck and time is very limited. Delays may occur in the different processes. Except for 2020, due to the pandemic, CEPF Secretariat staff had regular country missions.

VII.4.2.- EVALUATION CRITERIA

RELEVANCE

In general, the integrated evaluation of the interviews and information gathered from reports and other documents is that the performance of the Peruvian RIT Member has been very relevant to the ecosystem profile and the logic framework. In concordance, the RIT's ToR have been mostly fulfilled by PROFONANPE. As indicated by a partner NGO, using its same words: *PROFONANPE has been efficient in following up project implementation and in the monitoring and evaluation tasks as well.*

EFFICIENCY AND EFFECTIVENESS, STRENGTHS AND WEAKNESSES

The capacity of the Peruvian RIT Member, PROFONANPE, has been praised several times. PROFONANPE is one the three members of a decentralized, and provenly very efficient RIT. The following are the strengths and weaknesses of the structure and capacity of the current RIT as identified by partners. Similar to partners in other countries, one Peruvian partner explicitly indicated that they did not know about the two other RIT Members neither they knew about the diversity of duties in the RIT's ToR.

STRUCTURE STRENGTHS

- i. having national organizations that know well the biodiversity and socio-political conditions in its own country, and have had recognized leadership roles;
- ii. Direct communication with the CEPF Secretariat;
- iii. more expertise available than in a traditional centralized RIT;
- iv. lower operational costs;

STRUCTURE WEAKNESSES

- i. Coordinators tend to concentrate in their field or region, and may not look outside;
- ii. in country staff may lack a regional vision;

CAPACITY STRENGTHS

- i. highly capable and empathetic staff;

CAPACITY WEAKNESSES

- i. the local RIT members tends to become an administrator and is absent from important technical and policy fora;
- ii. seems to have no time to strategize and think out of the box;
- iii. administrative tasks don't leave time for important matters.

VII.4.3.- EVALUATION THEMES

COVERAGE

Small grants managed by PROFONANPE, as well as large grants supported by this organization, belong to the seven strategic directions identified in the ecosystem profile. The following table shows the breakdown on investment at December 2020.

Interestingly, Peru is the country with the highest investment on capacity building, nearing the proposed percentage in the ecosystem profile. It also has a high investment in DS2 (mainstreaming biodiversity), indicating the importance given in the country to this major strategy.

Table 19: Investment per Strategic Direction in Peru (data from 02/13/2021).

STRATEGIC DIRECTION	ECOSYSTEM PROFILE ALLOCATION		TROPICAL ANDES B.H. TOTAL OBLIGATIONS (As per data from CEPF 02/13/2021)		PERU TOTAL OBLIGATIONS (As per Salesforce database to 11/20/2020)	
	AMOUNT	% of Total	AMOUNT	% of Total	AMOUNT	% of Total
1. KBAs strengthening	\$3,500,000.00	35.00%	\$3,994,087.95	41.45%	\$1,013,619.28	43.38%
2. Mainstreaming biodiversity	\$1,100,000.00	11.00%	\$627,064.96	6.51%	\$201,468.59	8.62%
3. Threats mitigation	\$750,000.00	7.50%	\$635,019.29	6.59%	\$0.00	0.00%
4. Private sector	\$1,150,000.00	11.50%	\$1,007,704.10	10.46%	\$227,072.84	9.72%
5. Species conservation	\$1,000,000.00	10.00%	\$1,305,250.39	13.54%	\$265,548.65	11.37%
6. Civil society strengthening	\$1,000,000.00	10.00%	\$560,076.94	5.81%	\$197,888.32	8.47%
7. Regional implementation team	\$1,500,000.00	15.00%	\$1,507,533.00	15.64%	\$430,839.00	18.44%
Total	\$10,000,000.00	100.00%	\$9,636,736.63	100.00%	\$2,336,436.68	100.00%

IMPACT

As commented previously, the impact information is taken from CEPF’s Global Monitoring System. It includes 16 parameters with a high number of indicators. According to that data, in Peru, CEPF provides benefits to 32 communities with nearly 11,300 people. The most important services refer to improving land tenure and resilience against climate change.

ACCESSIBILITY

Number of projects and investment per organization type may give an idea of accessibility to CEPF grants. Around 1.1% of funds go to indigenous organizations. Also, around 50% of funds go to national organizations, most based in the capital city of Lima.

Table 20: Number of projects and investment per Strategic Direction (Source Salesforce 12/04/2020).

ORGANIZATION TYPE	# OF GRANTS	INVESTMENT
International	9	\$836,570.33
National	14	\$1,366,603.10
sub-national / Local	3	\$108,809.93
Indigenous, Campesino and Community-based	1	\$24,453.32
Grand Total	27	\$2,336,436.68

ADAPTIVE MANAGEMENT

The big factor affecting the performance of PROFONANPE, as well as all other counties, is the COVID-19 pandemic. The Peruvian RIT, PROFONANPE, has done a good job in adapting to this situation and amending existing grant contracts. According to the interviews, this is not the

first time that PROFONANPE adapts to external factors. In the past, during period of extreme precipitations, PROFONANPE has shown the necessary flexibility and adaptiveness.

Seen from the perspective of seizing opportunities, the record of PROFONANPE presents opportunities. A partner indicated that PROFONANPE was skeptical about some funding opportunities emerging from the Green Climate Fund. Also, while PROFONANPE has supported all KBAs considered in the calls, a partner commented that PROFONANPE may have missed opportunities in some departments and/or districts where the central government actions are seldom felt. Certainly, PROFONANPE cannot change the geographic priorities identified in each call, therefore this comment is taken as a general suggestion for the future.

VIII. CONSOLIDATED LESSONS LEARNED AND RECOMMENDATIONS.

The following recommendations are extracted from the analysis of interviews and information contained in the documents reviewed. Most recommendations do not require additional funding but a reorganization of the work and engaging partners for joint work, from the bottom up. Recommendations have been organized according the Terms of Reference of the RIT (ToR).

Recommendation 1: The RIT's ToR are comprised by a very long list of duties, organized in nine components. It would be convenient to reassess those ToR and shorten the duties list, making it more concise and easier to implement and monitor. In some ways, as indicated by partners and RIT staff, the duties' objectives are unclear or simply not well defined. Also, there is overlap in the functions of the RIT with the activities carried out directly by staff from the CEPF Secretariat.

VIII.1.- COORDINATE CEPF INVESTMENT IN THE HOTSPOT

Recommendation 2: Bolivia needs an institution with a solid in-country presence and substantial knowledge of the local conditions as member of the RIT: Under the current model of a decentralized RIT for the Tropical Andes, all data and interviews strongly suggest that this is a very high priority. In two specific parameters, number of small grants and SCTT score, the differences between the results in Bolivia and those in other countries are significant. While this evaluation has reported several times on the high performance of the local RIT Coordinator, all Bolivian interviewees, the very same RIT Coordinator and the evaluation team agreed on the need to count with an institutional in-country RIT member.

Recommendation 3: Funding provided by CEPF should be considered as seed money and be used for leveraging major financial resources or multi-stakeholder regional initiatives and alliances. New joint resource mobilization initiatives by CEPF and RIT members ought to generate the necessary financial resources that RIT members need in order to maximize the benefits to partners and civil society.

Recommendation 4: The coordination capacity demonstrated by current RIT Members should serve to create alliances and contribute to the development of public policies at country and regional levels, as well as with regards to multilateral environmental agreements (MEAs).

VIII.2.- SUPPORT THE MAINSTREAMING OF BIODIVERSITY INTO PUBLIC POLICIES AND PRIVATE SECTOR BUSINESS PRACTICES

Recommendation 5: Together with partners, increase efforts to engage with both the public and private sector;

Recommendation 6: In order to achieve increased engagement with the private sector, a clear strategy is necessary for the Hotspot, with concurrence and support from the CEPF Secretariat. On a case-by-case bases, during the preparation of the project document (proposal/LOI, ProDoc), RIT staff and partners will define whether there are reasonable objectives for engaging with the private sector. If so, then include a brief description of the strategy and resources necessary to achieve such objectives.

Recommendation 7: Explore increased support to feasibility studies on and implementation of payments for environmental services, through both large and small grants.

VIII.3.- COMMUNICATE THE CEPF INVESTMENT THROUGHOUT THE HOTSPOT

Recommendation 8: Following on experience FPN, in Colombia, and PROFONANPE's casas abiertas, in Peru, schedule annual or biannual events to showcase the work of partners and CEPF, in every country where there is significant CEPF investment.

Recommendation 9: Prepare a communications strategy, in a participatory manner. A a small multi-country group would be appropriate. Make sure the strategy focuses on demonstrating the collective power of the CEPF partners and investments, rather than providing short newsclips on a collection of good, appealing projects.

Recommendation 10: Every new grant contract will clearly indicate the communications products, and the quarterly number of notes (web posting) and posts (social media) that the partner is committing to generate.

Recommendation 11: Revise the current costs associated with communications and, if financially adequate, consider outsourcing part of the work across the countries. There are small companies that provide this service at low cost. Current communication staff could supervise the contractors.

Recommendation 12: Reorganize the calendar of the ConectAndes Bulletin, and consider having only four quarterly publications per year. Set achievable goals for increasing the list of recipients (today at a low 545). Require from partners that each one provides the

communication leader with 50 names and emails, that would multiply the number of recipients by 20 in a short time and no cost.

Recommendation 13: Re-assess staff allocation to the RIT and reconsider having more communications staff and/or develop student internships and volunteer opportunities for increased communications capacity.

Recommendation 14: Finalize the development of the repository for technical documents prepared under CEPF financial support. Examine whether the Tropical Andes web page could fulfill that function. No perfect repository is needed. Create simple standards that documents must fulfill in order to be shared. For the design, engage partners that already asking for this facility and create the repository from the bottom up.

VIII.4.- BUILD THE CAPACITY OF CIVIL SOCIETY

Recommendation 15: Based on work already developed by Fondo Patrimonio Natural in 2017, as well as the recent survey by BYOS and Universidad Andina Simon Bolivar, create a brief menu of priority topics necessary for capacity building. Governance, communications, financial sustainability, and resource mobilization must be the center pillars of capacity building.

Recommendation 16: A separate capacity building menu should exist for Indigenous People and campesinos. It does not need to be totally different than the capacity building program and strategy for non-indigenous people, but it needs to be culturally sensitive and be responsive to the needs of indigenous cultures.

Recommendation 17: Find a way to better demonstrate the real financial and programmatic efforts that CEPF and the RIT are undertaking on capacity building. The current financial numbers do not provide an accurate picture of the total investment. Ensure that Strategic Direction 6 receives the necessary financial resources. As already done in Phase II (BYOS, Fundación Tropico, ACEAA), invite select partner to prepare proposals for capacity building, and do not wait for the open calls for proposals to find contributions to this need.

Recommendation 18: Transform into a best practice what many partners did during Phase II, under guidance from the CEPF Secretariat and the RIT: to include a capacity building component in every single project, if possible. Modify the accounting procedures so that capacity building activities, within a project under SD1 through SD5, can still be tracked financially.

Recommendation 19: While the RIT members are at a leadership position in the community of CEPF partners, it is necessary to keep in mind that they also belong to civil society and deserve to receive support to further develop their capacities. RIT members ought to be included in all capacity development strategies under the CEPF initiative. The RIT must have a vision of what it ought to be, in line with the Tropical Andes Hotspot vision and the capacity building strategy for civil society.

AN INTERCULTURAL CASE: CAPACITY BUILDING OF INDIGENOUS ORGANIZATIONS⁸

During the CEPF's Phase II in the Tropical Andes, indigenous organizations submitted several projects gaining approval from CEPF and RIT members. The following recommendations, specific to indigenous organizations, emerged from the from the interviews with indigenous project managers.

Indigenous territories, Conservation and Development

Indigenous nationalities are distinct societal groups with collective rights, as well as self-government rules that allowed them conserve their territories inside the Tropical Andes Hotspot. Interviewees consider that conservation of the biodiversity and ecosystems in the ancestral lands is by culture part of their culture. Ancestral sustainable use and conservation of natural resources have been codified in their culture since ancient times.

Recommendation 20: As much as possible, conservation plans and strategies coming from NGOs, Governmental agencies and other expert groups, including support from CEPF and the RIT, should reinforce ancestral codes that effectively conserve biodiversity rather than promoting new approaches which may lack cultural roots and will be perceived as exogenous.

Recommendation 21: Within the framework of traditional resource use, examine which uses could serve as the basis for small bio-enterprises, identify their commercialization chains and evaluate the profitability of them (value added).

Such actions will contribute to the physical and cultural survival of those groups. The message has been clear: "Nature conservation has happened because of the local, indigenous caretakers. Technical external interventions should help communities ensure their food security and sovereignty, through re-enforcing ancestral conservation codes". "Small projects lasting six months will not achieve sustainable development objectives in indigenous communities". The challenge is to strengthen the technical capacities of indigenous people, especially women (as in the Consejo Regional T'simanes Mosestenes), to undertake initiatives on ecotourism, cultural tourism, and cacao, among others.

⁸ This section has been prepared by Rodrigo de la Cruz, and contains perceptions and recommendations distilled from the interviews with four indigenous project managers: 1) Olivio Bisbicuz, from UNIPA/Reserva la Nutria de Colombia; 2) Olindo Nastacuaz, from Comunidad Awá Pambilar, Ecuador; 3) Víctor Juepp, officer from SERNANP who supports the activities by indigenous communities in the ECA Chayu Nain, in Perú; and members from the Consejo Regional Tsimane Mosestene Tierra Comunitaria de Origen (CRTM), Pilón Lajas, Bolivia. The above interviewees reviewed and commented on the Spanish text. Summary and translation to English by Hugo Arnal, lead consultant.

During the interviews, la FCAE indicated that many Awa communities are in very precarious situation, and the development of sustainable alternatives is urgently needed. As Indigenous communities position themselves in the interphase between traditional subsistence livelihoods and more 'urbanized, westernized' models, the family and community economies become weak and unstable. For communities of the ECA Chayu Nain, "it is fundamental that conservation goes hand in hand with economic development, and that seed financial resources are contributed by governmental agencies, NGOs and donors. At the same time, delivering technical assistance and follow up with the communities is necessary if they are to achieve the necessary level of social resilience".

A major contradiction is that indigenous communities have resources and territories, but have been unable to find their path to the minimum necessary development and local enterprises with secured access to markets.

Capacity Building

Capacity building in indigenous communities should not be seen solely as a conservation strategy that just needs training on accounting and administration matters. Indigenous People deserve and need support to develop their internal organization and governance. Along these lines, safeguarding protocols already in place for CEPF projects are very important.

Recommendation 22: In a future phase III of investments in the Tropical Andes Hotspot, make sure CEPF and the RIT members build upon the good experience already accumulated regarding the social safeguarding.

Coordination and Communications

All indigenous coordinators participating in the interviews reconfirmed the excellent support and relationship that the different indigenous partners developed with RIT Members. Despite this, they also commented knowing the RIT structure and roles only superficially. Their fear is that having phase II finalized, that relationship may come to an end. Still, they expressed their commitment to continue working for the conservation of biodiversity in their territories. Interviewees strongly suggested to find mechanisms to promote the exchange of traditional, ancestral knowledge and 'scientific knowledge'.

Recommendation 23: Take advantage of existing opportunities, like the partner meetings, to promote knowledge sharing about biodiversity use and conservation between indigenous and non-indigenous organizations. A Biocultural approach is necessary, and the indicators used in the CEPF Global Monitoring Framework should consider including biocultural indicators, such as whether the communities have inventories of traditional biodiversity use, governance rules regarding those resources, use and management agreements with the government, gender and intergenerational equity, among others.

Indigenous project coordinators commented that conservation and sustainable development of indigenous communities are too often seen as in opposition. They believe that conservation and sustainable development are two sides of the same coin, and therefore more efforts should be put into understanding ancestral sustainable use of natural resources.

Recommendation 24: A portion of CEPF's investment should be devoted to understanding and improving natural resource use by local indigenous people.

Recommendation 25: Financial resources from CEPF should be used to leverage additional public and private funding, especially at the national, subnational and local level. In order to achieve this, RIT members ought to increase their work with governmental agencies and the private sector.

VIII.5.- ESTABLISH AND COORDINATE A PROCESS FOR LARGE GRANT PROPOSAL SOLICITATION AND REVIEW

Recommendation 26: Conduct an assessment of the application process and look for ways to simplify and shorten it. Examine if there are duplications or unnecessary steps.

Recommendation 27: Improve the calls for proposal by refining the ToRs and making them specific to strategic directions and/or countries and/or KBAs and corridors. Avoid having calls for proposals that are too broad in scope.

Recommendation 28: Not all grants need to be decided through open calls. Consider inviting organizations to prepare and implement problem-specific proposals, aimed at solving highly technical problems and bottlenecks. This could allow CEPF to advance quickly in key directions. Consider using sole source mechanisms if necessary.

Recommendation 29: To avoid bottlenecks consider having two calls per year and limited number of grants awarded through this mechanism. This will also help manage time constrain issues.

Recommendation 30: Set strict limits for answering applicants' LOIs. Maximum three months seems reasonable.

VIII.6.- MANAGE A PROGRAM OF SMALL GRANTS OF US\$20,000 (US\$50,000 OR LESS IN SELECT APPROVED REGIONS)

Recommendation 31: Examine whether it is adequate to decrease the number of small grants and increase the average size and period of the grants. Small grants are time consuming, and the lower their budget and the shorter their implementation period, the smaller their impacts and capacities created. As already done in some cases during Phase II, use small grants to create capacity and enabling conditions among new and emerging partners. Small grants must

have clear strategies for hands-on training. This will also help improved problems with time limitations.

Recommendation 32: Explore opportunities to streamline finance administration and reporting requirements for small grants.

Recommendation 33: Define the objectives and activities of the CONREP and transmit those to them. CONREP members may be very important to RIT Member in the long term. Adequate periodic communications and cultivation is desirable, and it should be the responsibility of the RIT Member to cultivate and maintain such relationship.

VIII.7.- MONITOR AND EVALUATE THE IMPACT OF CEPF'S LARGE AND SMALL GRANTS

Recommendation 34: Together with qualify partners conduct a quick assessment for opportunities to improve the monitoring activities. If necessary, change or eliminate indicators. Prepare guidelines for portfolio indicators, including how to measure and use them. Find ways for having a few complete sets of data. The current structure of the monitoring framework is good and simple. This should not be difficult to do neither should cost major financial resources.

Recommendation 35: Change the way species indicators are measured, and come up with improved criteria that reports the benefits that CEPF and partners are delivering. Currently it is well underreported. A bottom up approach with select partners may help improve monitoring at very low cost.

Recommendation 36: The LOIs and final proposals must have a clear connection to the logic framework and the portfolio indicators. For TA Phase III, ensure that indicators are simple to understand and easy to measure, with no duplications/overlaps among them.

Recommendation 37: Explore ways to simplify and streamline reporting and monitoring of small grants. Perhaps an option could be to give small grantees access to 'Conservation Grants'.

VIII.8.- STRATEGIC DIRECTION COVERAGE

Recommendation 38: Set clear criteria and guidelines for the minimum and maximum investments that ideally could take place in the different 'Strategic Directions'. Pursue a well-balanced investment portfolio that avoids having a 'preferred' SD while eventually leaving other SD unattended.

VIII.9.- GRANT ACCESSIBILITY

Recommendation 39: Prepare guidelines with recommendations to ensure the best possible accessibility to grants by national, subnational/Local, and other smaller organizations, particularly indigenous, campesinos and community-based groups.

VIII.10.- ADAPTIVE MANAGEMENT

Recommendation 40: Team up with World Bank, IAD, USAID and other bi and multilateral agencies with on-line capacity building systems, and offer RIT Coordinators and partner staff the opportunity to take on-line training on issues such as disaster prevention, post-disaster needs assessment and other related matters, that will help them be better prepared and adapt quicker in case of extreme events. Those courses are on-line, free, and very well prepared.

Recommendation 41: Following several comments about the work overload that seems to be affecting RIT staff, find ways to simplify and streamline revision of and responses to LOIs (after the call), report review and monitoring, and other procedures, providing the RIT and CEPF staff strategic time for innovation and high leverage activities. Ensure that CEPF takes advantage of the RIT capacities and the position in the RIT members in their countries to pursue bigger goals.

Recommendation 42: If financially feasible, consider increasing the time dedication of coordinators to 100%.

VIII.11.- THE NEXT EVALUATION

Recommendation 43: Future RIT evaluations should take place once the investment phase has been closed, all reports and data uploaded to the system, and the monitoring datasets have been updated. This recommendation may also apply to impact evaluations.

Recommendation 44: At the same time that this evaluation of lessons learned was taking place, two more consultancies were being developed. First, the preparation of a long-term conservation vision for the Tropical Andes Hotspot. A second consultancy, on financial sustainability and resource mobilization was also running in parallel. For future consultancies on RIT performance, it is recommended that the long-term vision for the hotspot serves as the conservation and social framework against which the collection of lessons learned will be collected.

LIST OF ANNEXES

ANNEX I.....	List of Partners Including Key Sub-grantees
ANNEX II.....	Tropical Andes Evaluation of Lessons Learned
ANNEX III.....	Interviewees and Their Organizations
ANNEX IV.....	Sample of Excel Format for Interviews
ANNEX V.....	KBAs and Corridors in the Tropical Andes Biodiversity Hotspot
ANNEX VI.....	Communication Report, PROFONANPE
ANNEX VII.....	Partners and Grants Dataset

ANNEX I: CEPF Partners (Including some subgrantees and contractors).

INTERNATIONAL ORGANIZATIONS WITH/WITHOUT IN-COUNTRY OFFICE
Nature and Culture International (Offices in Peru and Ecuador)
Conservation International (Offices in Bolivia and Ecuador)
Conservation Strategy Fund (Office en Bolivia)
Fauna and Flora International (Office in Ecuador)
Fundación CODESPA (Office in Bolivia)
International Union for the Conservation of Nature (IUCN, Office in Washington, D.C.)
Wildlife Conservation Society (Office in Bolivia)
BOLIVIA
Asociación Boliviana para la Investigación y Conservación de Ecosistemas Andino Amazónicos (ACEAA)
Asociación Civil Armonía
Centro de Estudios en Biología Teórica y Aplicada (BIOTA)
Consejo Regional T'simane Mosesten (CRTM)
Fundación Natura Bolivia
Fundación para el Desarrollo de la Ecología (FUDECO)
Fundación PROFIN
Herbario Nacional, Universidad Mayor de San Andrés***
Mancomunidad de Municipios del Norte Paceño Tropical
COLOMBIA
Asociación de campesinos agroecológicos de la zona de amortiguamiento del Parque Natural Regional del Duende
Asociación de productores agroecológicos del municipio de San José del Palmar- Choco
Asociación para el Estudio y Conservación de las Aves Acuáticas en Colombia (Calidris)
Corporación para la Gestión Ambiental Biodiversa
Corporación Serraniagua
Fondo Patrimonio Natural (RIT Member)
Fundación Ecológica Fenicia Defensa Natural
Fundación Ecológica los Colibríes de Altaquer (FELCA)
Fundación para la conservación y el desarrollo sostenible
Fundacion EcoHabitats
Fundación Ecovivero
Fundacion Tropico
Instituto Alexander Von Humboldt***
National Audubon Society-Oficina Colombia
Asociación de Autoridades Tradicionales y Cabildos Indígenas Awá, Organización Unidad Indígena del Pueblo Awá (UNIPA)
Resguardo Palmar Imbi
Resguardo Pialapí Pueblo Viejo
ECUADOR
Centro Awá Pambilar
Aves y Conservación - BirdLife en Ecuador
CONDESAN
Corporación ECOPAR
Corporación Microempresarial Yunguilla
Federación de Centros Awá del Ecuador
Fundación Futuro Latinoamericano - FFLA (RIT Member)
Fundación PRODECI
Fundación Altrópico
Fundación EcoCiencia
Fundación Ecológica Arcoiris
Fundación Jambatu
Mindo Cloudforest Foundation
Soluciones Ambientales BYOS Cía. Ltda
Universidad San Francisco de Quito - ECOLAP
Universidad Técnica Particular de Loja.
PERU
Asociación de Ecosistemas Andinos (ECOAN)
Asociación Peruana para la Conservación de la Naturaleza (APECO)
Ayuda para la Vida Silvestre Amenazada Sociedad Zoológica de Fráncfort Perú (AVISA SZF PERU)
Biodiversity Institute, Kansas University (American researchers working in Peru)
Centro de Ornitología y Biodiversidad (CORBIDI)
Derecho, Ambiente y Recursos Naturales (DAR)
ECA Chayu Nain
Fundación Peruana para la Conservación de la Naturaleza (PRONATURALEZA)
Practical Action - Regional Office for Latin America
PROFONANPE (RIT Member)
RED AMA
Servicios Educativos Promoción y Apoyo Rural (SEPAR)
Sociedad Peruana de Derecho Ambiental (SPDA)
Universidad de San Marcos***
Yunkawasi

*** Associated partner receiving funds through a subgrant from the CEPF-funded IUCN's project.

Call for Proposals

Evaluation of Lessons Learned to Inform Reinvestment in the Tropical Andes Biodiversity Hotspot

Opening Date:	16 September 2020
Closing Date:	16 October 2020, 24:00 hrs (U.S. EST)
Questions Due Date:	1 October 2020 (Questions should be sent to cepf@cepf.net .)
Submission:	Proposals should be sent to cepf@cepf.net by the closing date.

1. INVITATION

The Critical Ecosystem Partnership Fund (CEPF) is a joint initiative of l'Agence Française de Développement, Conservation International (CI), the European Union, the Global Environment Facility (GEF), the Government of Japan and the World Bank. CEPF is a global program that provides grants to civil society to safeguard the world's biodiversity hotspots. As one of the founding partners, CI administers the global program through a CEPF Secretariat.

The CEPF Secretariat intends to conduct an evaluation of the regional implementation team (RIT) of the Tropical Andes Biodiversity Hotspot to inform reinvestment. The RIT is a consortium consisting of Fondo Patrimonio Natural of Colombia, Profonanpe of Perú and the Fundación Futuro Latinoamericano (FFLA) of Ecuador. The RIT provides strategic leadership for the program, which is implemented in four countries: Bolivia, Colombia, Ecuador and Peru. Interested consultants or firms should submit a proposal by the closing date listed above. The successful consultant shall be required to adhere to CI's code of ethics, statement of work, and the terms and conditions of the contract.

This call for proposals does not obligate CI to execute a contract nor does it commit CI to pay any costs incurred in the preparation and submission of the proposals. Furthermore, CI reserves the right to reject any and all offers if such action is considered to be in the best interest of CI.

2. BACKGROUND AND OBJECTIVE

In each of the biodiversity hotspots where it invests, CEPF selects a RIT to provide strategic leadership for the program. Each RIT consists of one or more civil society organizations active in conservation in the hotspot. The objective of the RIT is to convert the plans in the ecosystem profile into a cohesive portfolio of grants that achieves the objectives outlined in the logical framework.

Given that CEPF intends to re-invest in selected hotspots, CEPF will commission an independent evaluation of incumbent RITs toward the end of the investment phase. This will comprise a review of the performance of the incumbent RIT and challenges, opportunities and lessons learned associated with the RIT role. In combination with the final assessment of the results of the hotspot investment (conducted as a separate exercise), this evaluation will enable future applicants for the RIT role to be better informed about the experience of the incumbent RIT and the results achieved, and create a more competitive environment for all applicants.

3. PROPOSAL SUBMISSION INSTRUCTIONS

Proposals shall be submitted in one volume, in English, and consist of:

- Technical Proposal
- Financial Proposal

Technical Proposal

Should comprise of the following parts:

- Technical approach, methodology and detailed work plan. This part shall be between three to five pages long but may not exceed five pages.

The technical proposal should describe in detail how the offeror intends to carry out the requirement described in the scope of work below. The technical proposal should demonstrate a clear understanding of the work to be undertaken and the responsibilities of all parties involved.

- Management, key personnel and staffing plan. This part shall be between two and five pages long but may not exceed five pages. CVs for key personnel may be included in an annex to the technical proposal and will not count against the page limit.

Must have:

- Experience in relevant technical areas, e.g., monitoring and evaluation (at least five years).
 - Master's degree in relevant natural resources-related field, e.g., monitoring and evaluation, with three years of experience, or bachelor's degree with five years of experience.
 - Experience working with CEPF programs or equivalent.
 - Fluency in Spanish; additional proficiency in English preferred.
- Corporate capabilities, experience, past performance and references. This part shall be between two and four pages long but may not exceed four pages.

Financial Proposal

A detailed budget in USD. The budget shall include a budget narrative that explains the basis for the estimation of expenses. If required, supporting information must be provided in sufficient detail to allow for a complete analysis of the cost.

4. PROCESS AND BASIS FOR AWARD

The evaluation of the three RIT consortium members will be undertaken by an independent consultant, selected through a competitive procurement process. Selection of consultants will be overseen by the Monitoring, Evaluation and Outreach Unit within the CEPF Secretariat. Award will be made to the consultant whose proposal is determined to be responsive to this call for proposals, meets the technical requirement and is determined to represent the most advantage to CI.

Evaluation Criteria:

- | | |
|---|----|
| - Technical Approach, Methodology and Work Plan | 40 |
| - Personnel Qualification | 30 |
| - Past Performance – reference of similar work previously implemented | 20 |
| - Lowest Cost | 10 |

Scope of Work, Deliverables and Deliverables Schedule

Evaluation of Lessons Learned to Inform Reinvestment in the Tropical Andes Biodiversity Hotspot

1) Background

The Critical Ecosystem Partnership Fund (CEPF) is a joint initiative of l'Agence Française de Développement, Conservation International, the European Union, the Global Environment Facility, the Government of Japan and the World Bank designed to help safeguard the world's biodiversity hotspots. As one of the founding partners, Conservation International administers the global program through the CEPF Secretariat.

In each of the biodiversity hotspots where it invests, CEPF selects a regional implementation team (RIT) to provide strategic leadership for the program. Each RIT consists of one or more civil society organizations active in conservation in the hotspot. The objective of the RIT is to convert the plans in the ecosystem profile into a cohesive portfolio of grants that contributes to CEPF's long-term goals for the hotspot.

In the Tropical Andes Biodiversity Hotspot, the role of RIT is performed by a consortium of three organizations: Fondo Patrimonio Natural of Colombia, Profonampe of Perú and the Fundación Futuro Latinoamericano (FFLA) of Ecuador. CEPF investment in this hotspot totals US\$10 million, for a program taking from 2015 through 2020. The investment includes the following countries: Bolivia, Colombia, Ecuador and Perú.

Prior to reinvestment in this hotspot, a process to select the RIT for the next phase of investment will be initiated. This process will be informed by an evaluation of lessons learned in relation to the incumbent RIT for the hotspot. This evaluation will consider the performance of the three members of the incumbent RIT in relation to the geography of the hotspot, the capacity of civil society there, the budget allocated to the RIT, and its achievement of individual deliverables as defined in its grant agreement with CEPF. It is entirely distinct and separate from the formal "final assessment" of the portfolio, which is undertaken at the end of an investment phase to evaluate the overall impacts of CEPF investment in a hotspot.

2) Objective of the Evaluation

The objective of the evaluation is to inform investment decisions for the next phase of CEPF investment in the Tropical Andes Biodiversity Hotspot in the following ways. First,

the evaluation will inform decision-making by the CEPF donors regarding selection of a RIT for the next phase of investment by evaluating the performance of the incumbent RIT and reviewing the institutional landscape for potential competitors.

Second, the evaluation will enable the design of RIT proposals that incorporate lessons learned regarding the programmatic and management approaches adopted by the incumbent RIT.

Third, the evaluation will inform the preparation of a new ecosystem profile for the hotspot, by documenting challenges and opportunities encountered by the RIT while implementing a grants program to engage and strengthen civil society in conserving globally important biodiversity in the social, political and institutional context of the hotspot.

3) Criteria for Evaluation

The evaluation will look closely at the components and functions of three members of the Tropical Andes RIT, as set out in the terms of reference, and evaluate the performance of each member against the following criteria:

- i) Relevance**
Were the activities undertaken relevant to the ecosystem profile, RIT terms of reference, the geography of the hotspot, the capacity of civil society there, and the global monitoring framework of CEPF?
- ii) Efficiency**
How efficiently was the budget allocated to the RIT converted into results?
- iii) Effectiveness**
What were the strengths and weakness of the RIT structure and capacities with regard to effective delivery of results?

In addition to directly evaluating the performance of the RIT, lessons learned from the CEPF grants portfolio with regard to the RIT role will be compiled and reviewed in the context of the following themes:

- iv) Coverage**
To what extent does the portfolio of grants awarded to date cover the strategic directions and investment priorities set out in the investment strategy for the hotspot?
- v) Impact**
To what extent have the targets set in the hotspot ecosystem profile for impacts on biodiversity conservation, human wellbeing, civil society capacity and enabling

conditions been met?

vi) Accessibility

Does the grant portfolio involve an appropriate balance of international and local grantees, taking into account the relative strengths of different organizations with regard to delivery of the investment strategy and considering the priority given by CEPF to building the capacity of local civil society?

vii) Adaptive management

In what ways has the development of the grant portfolio been constrained by risks (political/institutional/security/health) or taken advantage of unanticipated opportunities?

4) Formally Agreed Duties of the Regional Implementation Teams

The terms of reference of the Tropical Andes RIT consist of nine components, which are:

1. Coordinate CEPF investment in the hotspot.
 - 1.1. Serve as the field-based technical representative for CEPF in relation to civil society groups, grantees, international donors, host country governments and agencies, and other potential partners within the hotspot.
 - 1.2. Ensure coordination and collaboration with CEPF's donors, in coordination with the CEPF Secretariat and as appropriate in the hotspot.
 - 1.3. Promote collaboration and coordination, and opportunities to leverage CEPF funds with local and international donors and governments investing in the region, via donor roundtables, experiential opportunities or other activities.
 - 1.4. Engage conservation and development stakeholders to ensure collaboration and coordination.
 - 1.5. Attend relevant conferences/events in the hotspot to promote synergy and coordination with other initiatives. • Build partnerships/networks among grantees in order to achieve the objectives of the ecosystem profile.
2. Support the mainstreaming of biodiversity into public policies and private sector business practices.
 - 2.1. Support civil society to engage with government and the private sector and share their results, recommendations, and best practice models. Build institutional capacity of grantees to ensure efficient and effective project implementation.
 - 2.2. Engage directly with private sector partners and government officials and ensure their participation in implementation of key strategies.
3. Communicate the CEPF investment throughout the hotspot.

- 3.1. Communicate regularly with CEPF and partners about the portfolio through face-to-face meetings, phone calls, the internet (website and electronic newsletter) and reports to forums and structures.
- 3.2. Prepare a range of communications products to ensure that ecosystem profiles are accessible to grant applicants and other stakeholders.
- 3.3. Disseminate results via multiple and appropriate media.
- 3.4. Provide lessons learned and other information to the Secretariat to be communicated via the CEPF website.
- 3.5. Conduct exchange visits with other RITs to share lessons learnt and best practices.
- 3.6. In coordination with the CEPF Secretariat, ensure communication with local representatives of CEPF's donors. Establish and coordinate a process for solicitation of applications.
4. Build the capacity of local civil society.
 - 4.1. Undertake a capacity needs assessment for local civil society.
 - 4.2. Support implementation of a long-term strategic vision for the hotspot geared toward enabling civil society to "graduate" from CEPF support.
 - 4.3. Assist civil society groups in designing projects that contribute to the achievement of objectives specified in the ecosystem profile and a coherent portfolio of mutually supportive grants.
 - 4.4. Build institutional capacity of grantees to ensure efficient and effective project implementation.
 - 4.5. Build capacity of civil society to engage with and influence government agencies.
 - 4.6. Build capacity of civil society to engage with and influence the private sector.
5. Establish and coordinate a process for large grant proposal solicitation and review.
 - 5.1. Establish and coordinate a process for solicitation of applications.
 - 5.2. Announce the availability of CEPF grants.
 - 5.3. Publicize the contents of the ecosystem profile and information about the application process.
 - 5.4. With the CEPF Secretariat, establish schedules for the consideration of proposals at pre-determined intervals, including decision dates.
 - 5.5. Establish and coordinate a process for evaluation of applications.

- 5.6. Evaluate all letters of inquiry.
- 5.7. Facilitate technical review of applications (including, where appropriate, convening a panel of experts).
- 5.8. Obtain external reviews of all applications over US\$250,000.
- 5.9. Decide jointly with the CEPF Secretariat on the award of all grant applications.
- 5.10. Communicate with applicants throughout the application process to ensure applicants are informed and fully understand the process.
6. Manage a program of small grants of US\$20,000 (US\$50,000 or less in select approved regions).
 - 6.1. Establish and coordinate a process for solicitation of small grant applications. • Announce the availability of CEPF small grants.
 - 6.2. Conduct due diligence to ensure sub-grantee applicant eligibility and capacity to comply with CEPF funding terms.
 - 6.3. Convene a panel of experts to evaluate proposals.
 - 6.4. Decide on the award of all grant applications of US\$20,000 or less (US\$50,000 or less in select approved regions).
 - 6.5. Manage the contracting of these awards. • Manage disbursement of funds to grantees. • Ensure small grant compliance with CEPF funding terms. • Monitor, track, and document small grant technical and financial performance. • Assist the Secretariat in maintaining the accuracy of the CEPF grants management database. • Open a dedicated bank account in which the funding allocated by CEPF for small grants will be deposited, and report on the status of the account throughout the project. • Ensure that grantees complete regular (based on length of the project) technical and financial progress reports. • Prepare semi-annual summary report to the CEPF Secretariat with detailed information of the Small Grants Program, including names and contact information for all grantees, grant title or summary of grant, time period of grants, award amounts, disbursed amounts, and disbursement schedules.
7. Monitor and evaluate the impact of CEPF's large and small grants.
 - 7.1. Collect and report on data for portfolio-level indicators (from large and small grantees) annually as these relate to the logical framework in the ecosystem profile.
 - 7.2. Collect and report on relevant data in relation to CEPF graduation criteria for the hotspot.
 - 7.3. Collect and report on relevant data for CEPF's global monitoring indicators.
 - 7.4. Ensure quality of performance data submitted by large and small grantees.

- 7.5. Verify completion of products, deliverables, and short-term impacts by grantees, as described in their proposals.
- 7.6. Support grantees to comply with requirements for completion of tracking tools, including the Management Effectiveness Tracking Tool.
- 7.7. In coordination with CEPF Secretariat, conduct a mid-term assessment and a final assessment of portfolio progress (covering large and small grants). • Conduct regular site visits to large and small grantees to monitor their progress and ensure outreach, verify compliance and support capacity building.
- 7.8. Provide guidance to grantees for the effective design and implementation of safeguard policies to ensure that these activities comply with the guidelines detailed in the CEPF Operations Manual and with the World Bank's environmental and social safeguard policies. Provide additional support and guidance during the implementation and evaluation cycles at regular field visits to projects.
- 7.9. In coordination with CEPF Secretariat, conduct a final assessment of portfolio progress and assist with preparation of report documentation.
8. Lead the process to develop, over a three-month period, a long-term strategic vision for CEPF investment.
 - 8.1. Mobilize expertise and establish an advisory group to ensure that the long-term vision engages with appropriate stakeholders.
 - 8.2. Undertake a review of relevant literature to ensure alignment of the long-term vision with other initiatives and avoid duplication of effort.
 - 8.3. Consult with key stakeholders to solicit their input into the development of the long-term vision. • Synthesize the results of the literature review and stakeholder consultations into a long-term strategic vision document.
 - 8.4. Present the draft long-term vision to key stakeholders and revise the document according to their comments.
 - 8.5. Prepare a progress report for presentation to the CEPF donors' working group.
9. Reporting
 - 9.1. Participate in initial week of RIT training.
 - 9.2. Participate in two "supervision missions" per year; each to include at least two days in the office and a visit to grantees in the field (approximately two weeks).
 - 9.3. Prepare quarterly financial reports and six-monthly technical reports.
 - 9.4. Respond to CEPF Secretariat requests for information, travel, hosting of donors and attendance at a range of events to promote CEPF.

5) Duties

A consultancy firm (hereafter “the consultant”) is required to undertake an evaluation of lessons learned to inform reinvestment in the Tropical Andes Biodiversity Hotspot, in the context of the abovementioned objective (Section 2). The consultant is required to field a team with experience of evaluating biodiversity conservation programs, and with adequate knowledge of the four countries covered by the RIT consortium.

The evaluation will consider the performance of each RIT consortium member in relation to the geography of the hotspot, the capacity of civil society there, the budget allocated to the RIT consortium member, and their achievement of individual deliverables as defined in their individual grant agreement with CEPF. It will also consider the impacts of the investment to date (in terms of biodiversity, human wellbeing, civil society capacity and enabling conditions for conservation), based on the findings of the mid-term assessment for the hotspot and annual portfolio overviews.

Finally, the consultant will review the institutional landscape in each of the four countries and identify potential competitor organizations that could perform the RIT role (either alone or as part of a consortium). The consultant will prepare a list of potential competitor organizations with information to include a brief description of the organization, their grant-making experience, their experience managing a project similar to that of the RIT and the pros and cons associated with their assuming the role of RIT consortium member.

The evaluation will begin with a desk review for each country hosting a RIT consortium member, based on the following documentation:

- The ecosystem profile for the hotspot.
- The final proposals for the RIT grants.
- The RIT grant agreements plus any amendments.
- Semi-annual supervision mission reports prepared by the CEPF Secretariat.
- Semi-annual performance reports prepared by the RIT.
- Annual portfolio overviews prepared by the CEPF Secretariat.
- Mid-term assessment report prepared by the CEPF Secretariat.
- Summary data on the grant portfolio in the hotspot, exported from CEPF’s grant management system.

The desk review will be complemented by interviews with relevant CEPF Secretariat staff, relevant RIT staff, staff of the host organization, a selection of CEPF grantees and applicants, and other relevant stakeholders (e.g., representatives of other donors, government agencies, etc.). The consultancy will be conducted virtually, and in accordance with local regulations, due to the pandemic. The consultant will be expected to organize all necessary meetings with stakeholders.

6) Deliverables

There will be two deliverables from the consultancy. The consultant will be responsible for preparing a report on lessons learned regarding the RIT role, with separate chapters for each RIT, suitable for inclusion in the future ecosystem profile. The consultant will also be responsible for preparing a confidential report, with separate chapters for each RIT, on the programmatic and financial performance of the RIT, and the identification of potential competitor organizations. The chapters in this confidential report will not be included in the ecosystem profile. These two documents will inform investment decisions by CEPF and its donors, particularly regarding selection of the RIT for the reinvestment phase in the Tropical Andes Biodiversity Hotspot.

7) Timeframe

The evaluation will be conducted between 1 November 2020, and 31 March 2021. Draft deliverables will be prepared no later than 15 February 2021, and submitted to the CEPF Secretariat for review. Final deliverables, incorporating comments from the CEPF Secretariat, will be completed by 15 March 2021.

The consultant shall also provide the CEPF Secretariat with periodic verbal briefings and meet with Secretariat staff, as requested.

The total amount of time for the assignment is 30 days and should include all locations for literature review and interviews with CEPF Secretariat staff, RIT staff and grantees; preparation of the draft deliverables; a briefing for the CEPF Secretariat on the findings; and finalization of deliverables following incorporation of Secretariat comments.

8) Reporting

The consultant will work under the close supervision and direction of the senior director for monitoring, evaluation and outreach, or such other individual that the CEPF Secretariat may designate.

ANNEX III: Interviewees and their organizations.

CEPF SECRETARIAT
Michel Zador
Florencia Renedo
Jack Tordoff
Olivier Langrand
INTERNATIONAL ORGANIZATIONS WITH/WITHOUT IN-COUNTRY OFFICE
Roberto Ulloa, Conservation International Ecuador
Eduardo Forno, Conservation International Bolivia
Marcelo Tognelli, International Union for the Conservation of Nature - IUCN (Currently at Amer. Bird Conservancy).
Gloria Lentijo and Noemí Moreno, National Audubon Society Colombia
Oscar Loayza, Wildlife Conservation Society Bolivia
BOLIVIA
Marcos Terán and Luis Arteaga, Asoc. Boliviana para la Investigación y Conservación de Ecosistemas Andino Amazónicos (ACEAA)
Ebelio Romay Mérida, Consejo Regional T'simane Mosen (CRTM)
Jorge Mariaca, RIT Coordinator Bolivia (Under Fondo Patrimonio Natural Colombia)
James Aparicio, Fundación para el Desarrollo de la Ecología (FUNDECO)
COLOMBIA
Fabián Oyola, Asociación de campesinos agroecológicos de la zona de amortiguamiento del Parque Natural Regional del Duende
Diego Ramírez, Asociación de productores agroecológicos del municipio de San José del Palmar- Choco (ASOPALMAR)
Jeisson Zamudio y Luis Fernando Castillo, Asoc. para el Estudio y Conservación de las Aves Acuáticas en Colombia (Calidris).
Luz Angela Forero M., Corporación Biodiversa
Alberto Galán, Fondo Patrimonio Natural (RIT Member)
Martha Silva Velasco and Karol Cardona, Fondo Patrimonio Natural (RIT Member)
Cristian Flores, Fundación Ecológica los Colibríes de Altaquer FELCA)
Fabiana Carolina Guaramato, Fundación para la conservación y el desarrollo sostenible
Ana Elvia Arana, Fundación Tropicó
Olivia Bisbicuz, Organización Unidad Indígena del Pueblo Awá-La Nutria
Diego Guanga, Resguardo Palmar Imbi
Miguel Caicedo, Guillermo Cantillo and Wilson Cabrera Villota, Resguardo Pialapí Pueblo Viejo (Proyecto La Planada)
ECUADOR
Olindo Nastacuaz, Centro Awá Pambilar
Germán Collahuaso, Corporación Microempresarial Yunguilla
Marclo Maigua, Federación de Centros Awá del Ecuador
Pablo Lloret, Fundación Futuro Latinoamericano - FFLA (RIT Member)
Paola Zavala, Fundación Futuro Latinoamericano - FFLA (RIT Member)
Marcos Jiménez y Santiago Levy, Fundación Altrópico
Carmen Josse, Fundación EcoCiencia
Arturo Jiménez, Fundación Ecológica Arcoiris
Brian Kronhke, Mindo Cloudforest Foundation
Alejandra Robledo and Mónica Ribadeneira, Universidad San Francisco de Quito - ECOLAP
Diego Armijos and Fausto López, Universidad Técnica Particular de Loja.
PERU
Constantino Aucua, Asociación de Ecosistemas Andinos (ECOAN)
Mariella Leo, Asociación Peruana para la Conservación de la Naturaleza (APECO)
Juvenal Silva, Ayuda para la Vida Silvestre Amenazada Sociedad Zoológica de Fráncfort Perú (AVISA SZF PERU)
Pablo Venegas, Centro de Ornitología y Biodiversidad (CORBIDI)
Víctor Juep, ECA Chayu Nain
Anton Willens, PROFONANPE (RIT Member)
Odile Sánchez de la Cruz, Noelia Núñez, Yuliana Castro and Claudia Zarate, PROFONANPE (RIT Member)
Ana Espejo, Servicios Educativos Promoción y Apoyo Rural (SEPAR)
Carolina Butrich and Christel Scheske, Sociedad Peruana de Derecho Ambiental (SPDA)
Fanny Cornejo, Yunkawasi

ANNEX IV: Sample of Excel format used during interviews (Original file available).

NOMBRE DE LA ORGANIZACION, PERSONA, FECHA										
Evaluation of Lessons Learned to Inform Reinvestment in the Tropical Andes Biodiversity Hotspot										
1. Coordinación de Inversiones de CEPF en el Hotspot de Andes Tropicales.					2. Apoyar la inclusión de biodiversidad en las políticas públicas y prácticas del sector privado.					
1.1. Servir en territorio como representantes técnicos de CEPF en relación a grupos de la sociedad civil, donatarios, donantes internacionales, gobierno y organismos locales, y otros socios potenciales del Hotspot.	1.2. Asegurar la coordinación y colaboración con donantes de CEPF, en coordinación con el Secretariado de CEPF y según sea apropiado para el Hotspot.	1.3. Promover la colaboración y coordinación, y oportunidades para apalancar fondos de donantes locales e internacionales, así como donantes y gobiernos invirtiendo en la región, a través de mesas redondas de donantes, oportunidades experienciales y otras actividades.	1.4. Involucrar actores sociales de conservación y desarrollo para asegurar colaboración y coordinación.	1.5. Asistir a eventos y conferencias relevantes en el Hotspot, para promover sinergia y colaboración. Crear asociaciones y redes entre los donatarios para lograr los objetivos del perfil del Hotspot.	2.1. Apoyar el involucramiento de la sociedad con sus gobiernos y el sector privado, y compartir sus resultados, recomendaciones y modelos de mejores prácticas. Desarrollar las capacidades institucionales de los donatarios para asegurar la implementación eficiente y efectiva de los proyectos.	2.2. Involucrarse directamente con socios del sector privado y funcionarios públicos, y asegurar su participación en la implementación de estrategias claves.				
3. Comunicar la inversión de CEPF a lo largo del Hotspot.										
3.1. Comunicar regularmente a CEPF y socios sobre el portafolio a través de reuniones presenciales, llamadas telefónicas, internet (sitios web y boletines electrónicos) y reportes a foros y espacios profesionales.	3.2. Preparar una variedad de productos de comunicación para asegurar que el perfil ecológico es accesible a postulantes a becas/donaciones y otros actores interesados.	3.3. Diseminar resultados a través de medios múltiples y apropiados.	3.4. Proporcionar lecciones aprendidas y otras informaciones al Secretariado de CEPF para ser comunicadas vía su sitio Web.	3.5. Realizar visitas de intercambio con otros RITS para compartir lecciones aprendidas y mejores prácticas.	3.6. En coordinación con el secretariado de CEPF, asegurar la comunicación con las oficinas locales de los donantes de CEPF. Establecer y coordinar procesos para postulaciones.					
4. Desarrollar las capacidades de la sociedad civil.										
4.1. Preparar una evaluación de necesidades de capacidad para la sociedad civil local.	4.2. Apoyar la implementación de una visión de largo plazo para el Hotspot, orientada a habilitar a la sociedad civil para 'graduarse' (ser independientes) del apoyo de CEPF.	4.3. Asistir a organizaciones de la sociedad civil en el diseño de proyectos que contribuyen a alcanzar objetivos específicos incluidos en el perfil ecológico del Hotspot y a desarrollar un portafolio coherente de proyectos mutuamente complementarios.	4.4. Desarrollar las capacidades institucionales de los donatarios para asegurar una implementación de proyectos eficiente y efectiva.	4.5. Desarrollar la capacidad de la sociedad civil para involucrarse con e influenciar a las agencias de Gobierno.	4.6. Desarrollar la capacidad de la sociedad civil para involucrarse con e influenciar al sector privado.					
5. Establecer y coordinar un proceso para solicitar y revisar propuestas para donaciones grandes.										
5.1. Establecer y coordinar el proceso de solicitud de propuestas.	5.2. Anunciar la existencia de Donaciones por CEPF.	5.3. Publicitar el contenido del perfil ecológico así como información sobre el proceso de postulación.	5.4. Junto con el Secretariado de CEPF, establecer esquemas para la consideración de propuestas a intervalos predeterminados, incluyendo fechas para decisiones.	5.5. Establecer y coordinar un proceso para la evaluación de propuestas.	5.6. Evaluar todas las cartas con preguntas o solicitudes de aclaraciones.	5.7. Facilitar la revisión técnica de las propuestas (incluyendo si fuese apropiado convocar a un panel de expertos).	5.8. Obtener revisiones externas de todas las aplicaciones mayores a US\$250.000,00.	5.9. Decidir conjuntamente con el Secretariado de CEPF sobre la aprobación de las postulaciones.	5.10. Mantener comunicaciones con los postulantes, a lo largo del proceso de postulación, para asegurar que éstos están bien informados y entienden completamente el proceso.	
6. Manejar un programa de pequeñas donaciones hasta por US\$20.000,00 (US\$50.000,00 o menos en algunas regiones aprobadas).										
6.1. Establecer y coordinar un proceso para solicitar postulaciones al programa de pequeñas donaciones. Anunciar la disponibilidad de pequeñas donaciones por parte del CEPF.	6.2. Realizar las gestiones correspondientes para asegurar la elegibilidad de los donatarios y su capacidad para cumplir con las condiciones de financiamiento de CEPF.	6.3. Reunir a un panel de expertos para evaluar las propuestas.	6.4. Decidir las donaciones para todas aquellas postulaciones menores a US\$20.000,00 (US\$50.000 o menos en regiones aprobadas).	6.5. Manejar los procesos contractuales para estas donaciones.						

7. Monitorear y evaluar el impacto de las donaciones grandes y pequeñas de CEPF.									
7.1. Recolectar y reportar datos para indicadores a nivel de portafolio (de grandes y pequeños donatarios) anualmente, según estos se relacionen al marco lógico en el perfil del ecosistema.	7.2. Recolectar y reportar datos relevantes relacionados a los criterios de graduación de CEPF en el Hotspot.	7.3. Recolectar y reportar datos relevantes para el sistema de monitoreo global de indicadores de CEPF.	7.4. Asegurar la calidad de los datos sobre desempeño presentados por donatarios grandes y pequeños.	7.5. Verificar la conclusión de productos, entregables e impactos de corto plazo por los donatarios, como se describe en sus propuestas.	7.6. Apoyar a los donatarios a cumplir con los requerimientos de las herramientas de seguimiento, incluyendo la "Herramienta de Seguimiento de Manejo de Efectividad" (Management Effectiveness Tracking Tool).	7.7. En coordinación con el Secretariado de CEPF, realizar evaluaciones de medio término y finales de progreso en el portafolio (incluyendo grandes y pequeñas donaciones). Realizar visitas regulares a los sitios de los proyectos grandes y pequeños para monitorear su avance y asegurar su diseminación, verificar conformidad con CEPF y apoyar el desarrollo de sus capacidades.	7.8. Proporcionar guía a los donatarios para el diseño efectivo y ejecución de las políticas de salvaguarda (Manuel de Operaciones de CEPF; Políticas de Salvaguardas Ambientales y Sociales del Banco Mundial).	7.9. En coordinación con el Secretariado de CEPF, realizar la evaluación final del progreso del portafolio y asistir en la preparación de documentos de reporte.	

8. Liderar el procesos para desarrollar, en un período de tres meses, una visión de largo plazo para las inversiones de CEPF.					9. Reportes				
8.1. Movilizar competencias y establecer un grupo consejero que asegure que la visión de largo plazo involucra a los actores sociales necesarios.	8.2. Realizar un revisión de literatura relevante para asegurar la alineación de la visión de largo plazo con otras iniciativas y evitar duplicación de esfuerzos.	8.3. Consultar con actores sociales claves para obtener su retroalimentación en el desarrollo de la visión de largo plazo. Sintetizar los resultados de la revisión de literatura y de las consultas a actores sociales en un documento sobre la visión estratégica de largo plazo.	8.4. Presentar el borrador de la visión a largo plazo a los actores sociales claves y revisar el documento según sus comentarios.	8.5. Preparar un reportes de avance para presentarlo a grupo de trabajo de donantes de CEPF.	9.1. Participar en una semana inicial de capacitación para el RIT.	9.2. Participar en dos misiones de supervisión por año, cada una de las cuales debe incluir al menos dos días en las oficinas y una visita de campo con los donatarios (aproximadamente dos semanas).	9.3. Preparar reportes financieros trimestrales y reportes técnicos semestrales.	9.4. Responder a las solicitudes del Secretariado de CEPF sobre información, viajes, recepción de donantes y asistencia a una gama de eventos para promocionar a CEPF.	

B.- CRITERIOS DE EVALUACION

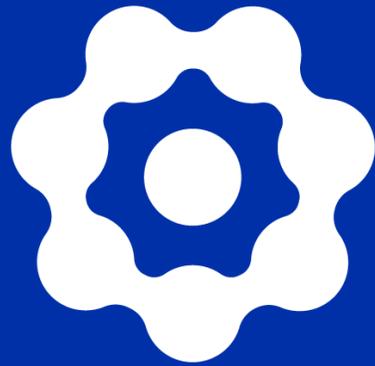
I.- RELEVANCIA DEL DESEMPEÑO A:				II.- EFICIENCIA		III.- EFECTIVIDAD			
Perfil del ecosistema? (se llena al final de la entrevista)	Los TdR del RIT?	Geografía del Hotspot?	Capacidad de la sociedad civil?	Marco de monitoreo global de CEPF (CEPF's Global Monitoring Framework)?	Eficiencia para traducir el presupuesto en resultados?	Fortalezas de la Estructura del RIT para entregar resultados?	Debilidades en la estructura del RIT para entregar resultados?	Fortalezas de la capacidad del RIT para entregar resultados?	Debilidades en la capacidad del RIT para entregar resultados?
La relevancia del desempeño de los miembros del RIT en relación al perfil del ecosistema representa la 'evaluación integrada' a ese miembro del RIT. Debe tomar en cuenta todos los parámetros de los Criterios y Temas de evaluación, así como el cumplimiento de todas las tareas explicitadas en los TdR de los acuerdos del RIT.	Este parámetro es la evaluación integrada de los nueve componentes de los TdR del RIT, que preceden a esta sección (columnas A hasta BI de esta hoja Excel).	De acuerdo a los TdR de esta evaluación, el equipo consultor debe revisar el resumen de datos del portafolio. De estos datos se puede extraer sobre la cobertura geográficas de los proyectos en relación a los 29 ACB (KBA) y 7 corredores prioritarios. Luego, una evaluación puede hacerse sobre el portafolio completo y aquel financiado a través del RIT (pequeñas donaciones).	Existen dos componentes acerca de cómo las actividades del RIT pueden contribuir a aumentar la capacidad de la sociedad civil. Primero, a través de capacitación práctica en terreno, durante la ejecución de los proyectos. En segundo lugar, a través de cursos de capacitación seminarios, entre otros.	Adicionalmente, este parámetro será evaluado a través de las entrevistas con donatarios. Es importante señalar que especial atención se prestará al desarrollo de capacidades a organizaciones indígenas y campesinas, por cuanto difieren significativamente de las ONGs tradicionales de las ciudades. Manejo administrativo es generalmente una debilidad de estas organizaciones. Medios: Entrevistas.	La información para el análisis de este parámetro provendrá de documentos y reportes disponibles al equipo consultor. Proporcionó el RIT información relevante y a tiempo para los procesos de monitoreo? Medios: Revisión de documentos. NOTA: este parámetro coincide con el componente 7 de los TdR del RIT, el cual fue evaluado antes. Aquí debe integrarse los resultados.	Este parámetro será evaluado de dos maneras. Primero, a través de información extraída de reportes y documentos disponibles. Segundo, por medio de opiniones técnicas recogidas durante las entrevistas.	Con la información obtenida, incluyendo la opinión de los entrevistados, es adecuado realizar un análisis FODA del miembro del RIT. En cada entrevista se puede pedir tres fortalezas y tres debilidades de la estructura. Medios: Revisión de documentos y entrevistas.	Con la información obtenida, incluyendo la opinión de los entrevistados, es adecuado realizar un análisis FODA del miembro del RIT. En cada entrevista se pueden pedir tres fortalezas y tres debilidades en la capacidad del RIT. Medios: Revisión de documentos y entrevistas.	Con la información obtenida, incluyendo la opinión de los entrevistados, es adecuado realizar un análisis FODA del miembro del RIT. En cada entrevista se pueden pedir tres fortalezas y tres debilidades en la capacidad del RIT. Medios: Revisión de documentos y entrevistas.

C.- TEMAS DE EVALUACION

IV.- COBERTURA DE		V.- IMPACTOS EN LOS OBJETOS IDENTIFICADOS				VI.- ACCESIBILIDAD	VI.- MANEJO ADAPTATIVO	
Líneas estratégicas?	Prioridades de Inversión	Conservación de biodiversidad?	Bienestar humano?	Capacidades de la sociedad civil?	Condiciones habilitantes?	Balace de donatarios internacionales y locales en relación a la distribución de fondos y a la prioridad para desarrollar capacidades en la sociedad civil?	Limitaciones debido a riesgos Sí o No / Explique	Tomando ventaja de nuevas oportunidades? Sí o No / Explique
En la fase inicial de revisión de documentos, pueden verificarse la "Líneas Estratégicas", tal como se han definido en el perfil ecológico del Hotspot. El resumen del portafolio de donaciones de hecho contiene las líneas estratégicas para cada donación. Sin embargo, la existencia de "Líneas Estratégicas" secundarias o complementarias pueden también estar incluidas en los proyectos y sería importante identificarlas.	En la fase inicial de revisión de documentos, pueden verificarse la "Líneas Estratégicas", tal como se han definido en el perfil ecológico del Hotspot. El resumen del portafolio de donaciones de hecho contiene las líneas estratégicas para cada donación. Sin embargo, la existencia de "Líneas Estratégicas" secundarias o complementarias pueden también estar incluidas en los proyectos y sería importante identificarlas.	Esta es una evaluación para recolectar lecciones aprendidas del desempeño del RIT, no una evaluación del impacto de los proyectos per se, tal como se ha indicado en los TdR proporcionados por CEPF. Para la evaluación de este parámetro se usarán indicadores: i) Número de nuevas áreas protegidas, ii) Especies con planes de conservación, iii) Superficie geográfica cubierta por los proyectos o programas (hectáreas). La información vendrá del resumen del portafolio de donaciones y de las entrevistas.	La evaluación del desempeño del RIT en relación a las contribuciones al bienestar humano se hará de dos formas. Primero a través del análisis de la información en el resumen del portafolio de donaciones. En segundo lugar, a través de las entrevistas con organizaciones indígenas y campesinas. Se usarán los indicadores: i) Número de personas beneficiadas, ii) Número de comunidades.	Una evaluación general del impacto en las capacidades de la sociedad civil gracias al desempeño de los miembros del RIT complementará lo encontrado al evaluar la relevancia del RIT en el desarrollo y fortalecimiento de capacidades de las OSC / ONGs: capacidad de ejecución, capacidad en operaciones y administración, comunicaciones, etc..	Una evaluación general del impacto sobre las condiciones habilitantes gracias al desempeño de los miembros del RIT será realizada a través de la revisión de la documentación y las entrevistas.	Esto se realizará a través de un análisis de las donaciones proporcionadas a las OCS / ONGs, las cuales están indicadas en el resumen del portafolio.	La evaluación tomará en consideración los riesgos: políticos: elecciones, nuevas autoridades, cambios en leyes y políticas, etc.; institucionales: cambios en el liderazgo y/o directiva de organizaciones, pedidos contradictorios desde agencias de gobierno, etc.; Seguridad: incremento en criminalidad o actividad guerrillera, tráfico de drogas ilícitas, etc.; Financiamiento: limitaciones, aumentos inesperados, etc. Salud: pandemia, condiciones insalubres en el campo, etc.	La evaluación tomará en consideración oportunidades que provengan de: políticos: elecciones, nuevas autoridades, cambios en leyes y políticas, etc.; institucionales: cambios en el liderazgo y/o directiva de organizaciones, pedidos contradictorios desde agencias de gobierno, etc.; Seguridad: incremento en criminalidad o actividad guerrillera, tráfico de drogas ilícitas, etc.; Financiamiento: limitaciones, aumentos inesperados, etc. Salud: pandemia, condiciones insalubres en el campo, etc.

ANNEX V: KBAs and Corridors of the Tropical Andes Hotspot

Priority Corridor	Priority KBAs	Area (ha)	KBAs / Country
Sierra Nevada de Santa Marta Corridor (Colombia)	Sierra Nevada de Santa Marta National Natural Park and surrounding areas (COL110)	652,714	COL= 1
	Corridor priority KBA area	652,714	
Paraguas - Munchique, Cotacachi - Awa, Corridors, Northwestern Pichincha Corridor Cluster (Colombia and Ecuador).	Alto de Oso (COL4)	348	COL= 11 ECU= 8
	Bosque de San Antonio/Km 18 (COL7)	5,994	
	Corredor Awacachi (ECU28)	28,436	
	Intag-Toisán (ECU34)	65,005	
	Los Bancos-Milpe (ECU41)	8,272	
	Maquipucuna-Río Guayllabamba (ECU43)	21,070	
	Mindo and western foothills of Volcan Pichincha (ECU44)	103,494	
	Munchique Sur (COL54)	28,358	
	Parque Nacional Natural Munchique (COL67)	52,107	
	Parque Natural Regional Páramo del Duende (COL75)	32,136	
	Región del Alto Calima (COL80)	21,918	
	Reserva Ecológica Cotacachi-Cayapas (ECU61)	369,936	
	Reserva Natural La Planada (COL88)	3,399	
	Reserva Natural Río Nambí (COL91)	8,595	
	Río Caoní (ECU54)	9,101	
	Corridor priority KBA area	1,139,936	
Condor-Kutuku-Palanda Corridor (Ecuador and Peru).	Abra de Zamora (ECU2)	6,671	ECU= 4 PER= 1
	Alrededores de Amaluza (ECU6)	109,052	
	Bosque Protector Alto Nangaritza (ECU9)	112,692	
	Cordillera del Cóndor (ECU27)	257,018	
	San Jose de Lourdes (PER86)	5,005	
Corridor priority KBA area	490,438		
Northeastern Peru Corridor (Peru).	7 km East of Chachapoyas (PER4)	2,896	PER= 3
	Abra Pardo de Miguel (PER6)	4,195	
	Cordillera de Colán (PER29)	134,874	
	Río Utcubamba (PER84)	35,534	
Corridor priority KBA area	177,499		
Carpish – Yanachaga Corridor (Peru).	Carpish (PER17/18)	211,340	PER= 1
	Corridor priority KBA area	211,340	
Cordillera de Vilcanota Corridor (Peru).	Kosnipata-Carabaya (PER44)	86,512	PER= 1
	Corridor priority KBA area	86,512	
Madidi - Pilón Lajas - Cotapata Corridor (Bolivia and Peru).	Bosque de Polylepis de Madidi (BOL5)	94,614	BOL= 6
	Bosque de Polylepis de Sanja Pampa (BOL7)	1,878	
	Bosque de Polylepis de Taquesi (BOL8)	3,456	
	Coroico (BOL12)	25,569	
	Cotapata (BOL13)	265,202	
	Yungas Inferiores de Pílon Lajas (BOL37)	249,858	
Corridor priority KBA area	640,577		
GRAND TOTAL	CEPF PRIORITY AREAS	3,399,016	36



Profonampe
Comprometidos por naturaleza



Comunicaciones del Proyecto CEPF en el Hotspot Andes Tropicales



Índice:

- a. Redes sociales del proyecto
- b. Productos comunicacionales
- c. Lecciones aprendidas
- d. Propuestas de comunicación





Profonanpe
Comprometidos por naturaleza



Redes sociales del
proyecto

Redes sociales del Hotspot Andes Tropicales*



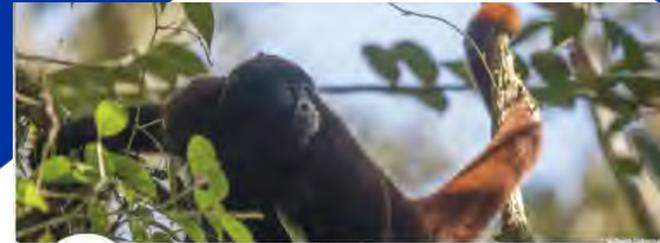
Hotspot de Biodiversidad Andes Tropicales

Un **Hotspot de biodiversidad** es aquella región del mundo que tienen como mínimo 1,000 especies de plantas endémicas y que ha perdido al menos 70% de su hábitat natural; cuenta con gran riqueza biológica pero mayores niveles de amenaza. A nivel global existen 36 hotspots cuyos hábitats cubren solo el 2,8% de la Tierra, pero albergan la mitad de todas las plantas y el 77% de los vertebrados terrestres.

El **Hotspot Andes Tropicales**, ubicado en Sudamérica, es el Hotspot con mayor riqueza biológica del planeta. Alberga más de 34 mil especies, entre plantas y animales; de las cuales la mitad son endémicas, por ello ha sido reconocido como la **"reserva biológica de la humanidad"**.

[Página web](#)
(41, 262 visitas)

1



Hotspot Andes Tropicales - CEPF
@AndesTropicalesCEPF · Organización para la conservación del medioambiente

Inicio Opiniones Videos Fotos Más

Te gusta Mensaje

[Facebook](#)
(2,294 seguidores)

2



[Instagram](#)
(227 seguidores)

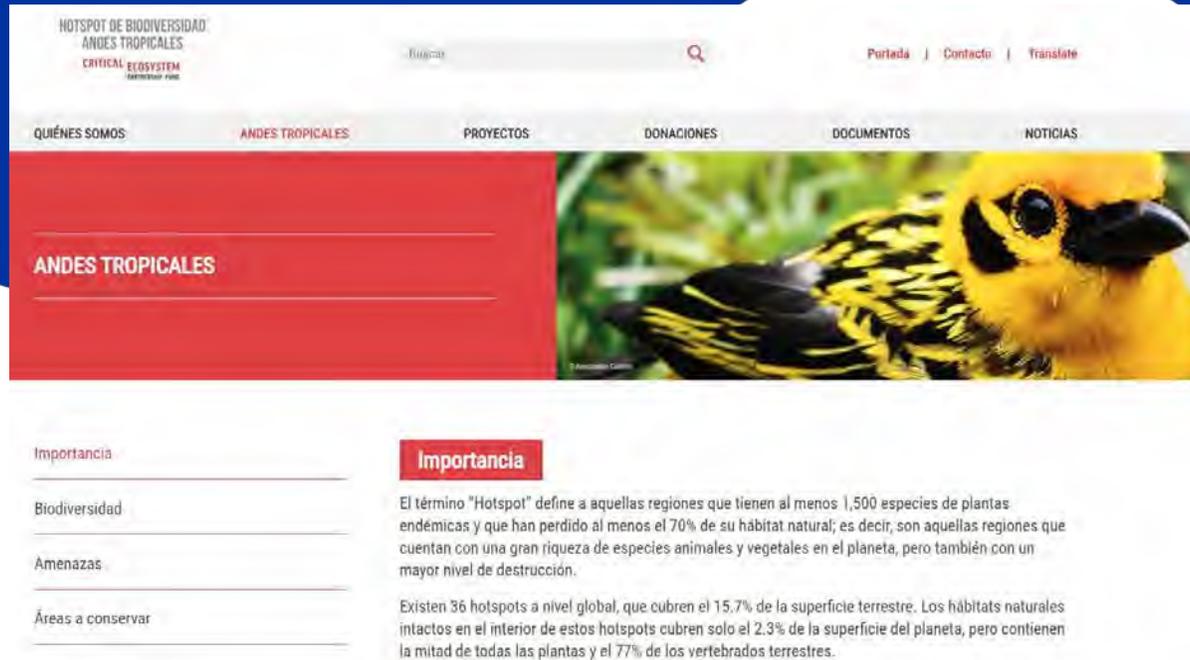
3

*Cifras totales hasta la fecha



Profonanpe

Página web

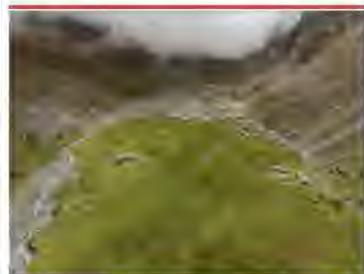


Dentro de la web existen subsecciones en donde se puede encontrar el Perfil del Ecosistema, información relevante del Hotspot y de los proyectos.



Profonanpe

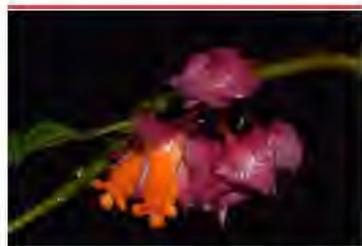
Página web



Presentación de la estrategia regional sobre minería aurífera en el Hotspot Andes Tropicales

4 de noviembre de 2020

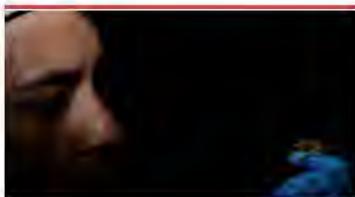
El jueves 29 de octubre se presentó la Estrategia Regional para integrar salvaguardas ambientales y sociales en las prácticas mineras en el Hotspot Andes Tropicales, así como también las estrategias financiera y de comunicación...



Se descubre una nueva especie de planta en el ACB Serranía El Pinche

27 de octubre de 2020

Recientemente se ha logrado la publicación científica de una nueva especie de planta: *Besleria santaclarensis*, en honor a los esfuerzos de conservación de la comunidad local de Santa Clara.



Investigadores de la Universidad Técnica Particular de Loja registran 2 especies nuevas de anfibios para la ciencia y el Hotspot Andes Tropicales

28 de octubre de 2020

Entre las nuevas especies registradas por el proyecto se han publicado las dos primeras especies, dedicadas como homenaje a dos personajes de la ciudad de Loja.



16 proyectos periodísticos fueron seleccionados para comunicar los valores de conservación de las Áreas Clave de Biodiversidad de Bolivia

20 de octubre de 2020

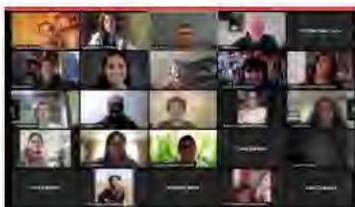
Culminó exitosamente el curso "Comunicación para la Conservación de la Biodiversidad", que contó con la participación de más de 60 periodistas, comunicadores, y estudiantes universitarios.



Q'eros - Kosñipata: próxima Área de Conservación Regional del Cusco con gran valor natural y cultural

21 de septiembre de 2020

Como toda gestión, la creación de un área natural protegida implica un largo proceso en el que se suman diversas voluntades, esfuerzos y aportes. La propuesta de Área de Conservación Regional (ACR) Q'eros -...



Hacia una agenda común para combatir la minería ilegal

4 de septiembre de 2020

Las Áreas Claves de Biodiversidad (ACB) y los corredores de conservación en el Hotspot de Biodiversidad Andes Tropicales no están exentos de graves amenazas como la minería ilegal. En base a un diagnóstico elaborado con el apoyo del Observatorio de Minería Ilegal de la sociedad civil peruana, se evaluó la...

Desarrollo de la plataforma: enero - marzo 2019

Difusión: abril 2019

Objetivo:

- Difundir información de interés para el público sobre el quehacer de CEPF y, sobre los logros y avances de los proyectos que financia en la región Andes Tropicales.

Promedio visitantes/día: 39

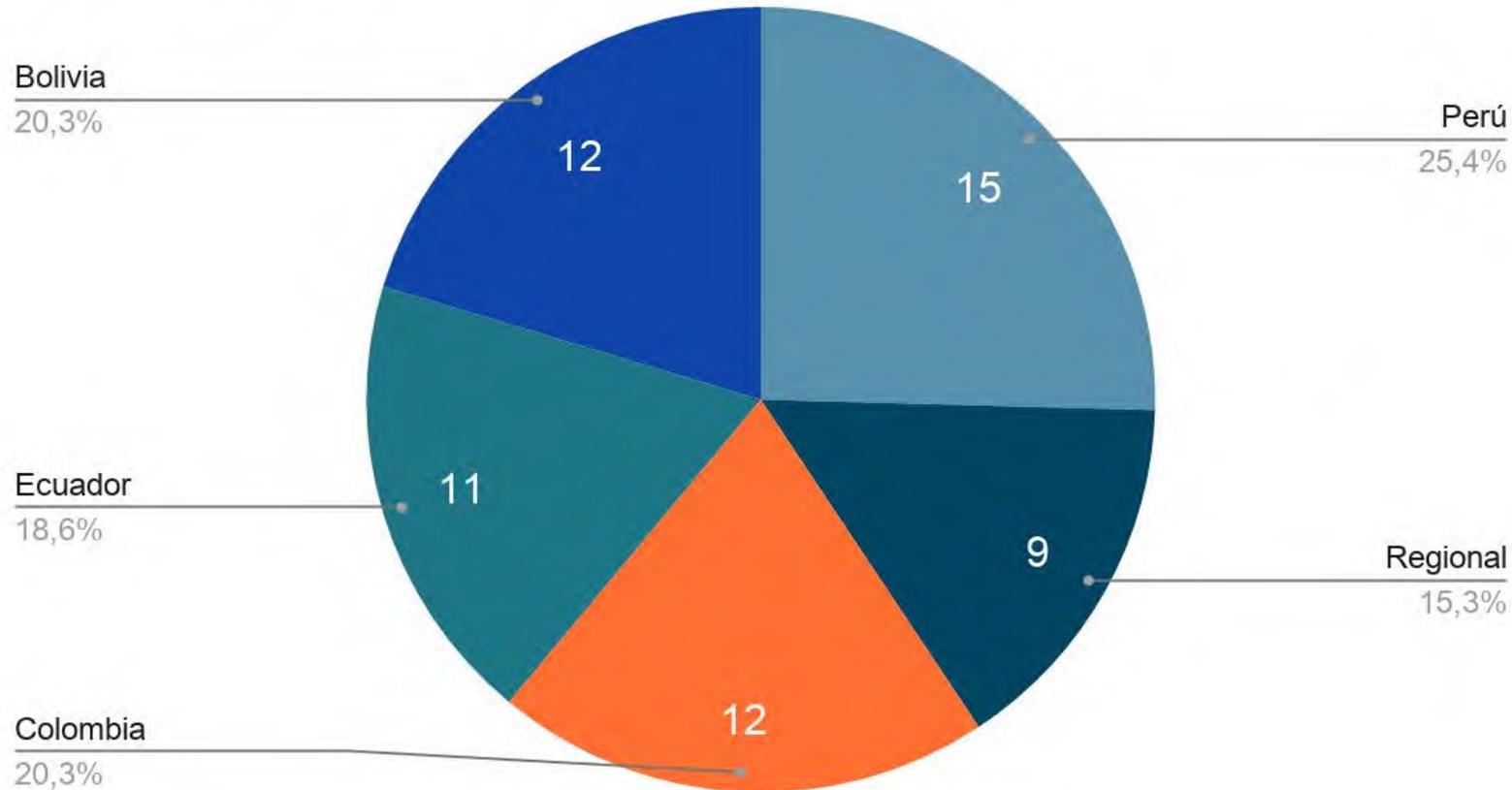
Total de notas: 57



Profonanpe

Notas en la página web

Notas por país



Seguimiento y trabajo con los socios para el envío de notas sobre avances y logros de los proyectos.



Notas por socio en la página web

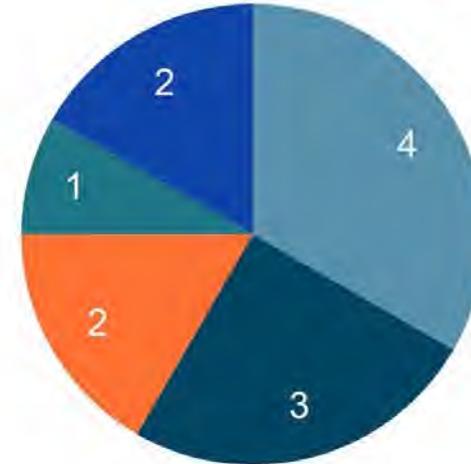
Perú

- APECO
- CORBIDI
- FZS Perú
- NCI Perú
- Pronaturaleza
- RED AMA
- Yunkawasi



Bolivia

- ACEAA
- CODESPA
- WCS Bolivia
- Asociación Civil Armonía
- Consejo Regional Tsimane Mosekene



Colombia

- Reserva Natural Awá La Nutria
- Audubon
- Biodiversa
- Corporación Serraniagua
- FEDENA
- Fundación Ecohábitats
- Fundación Ecohábitats
- Todos los socios



Ecuador

- Centro Awá Pambilar
- Centro Jambatu
- CI Ecuador
- Federación de Centros Awá del Ecuador
- NCI Ecuador
- Todos los socios
- UTPL



Facebook



Creación: julio 2019

Objetivo:

- Difundir noticias, fotos y videos sobre los logros y avances de nuestros socios en el Hotspot
- Compartir información relevante/interesante del Hotspot y el Proyecto
- Compartir eventos y/o publicaciones de interés de nuestros socios

Enero 2020: 165 seguidores

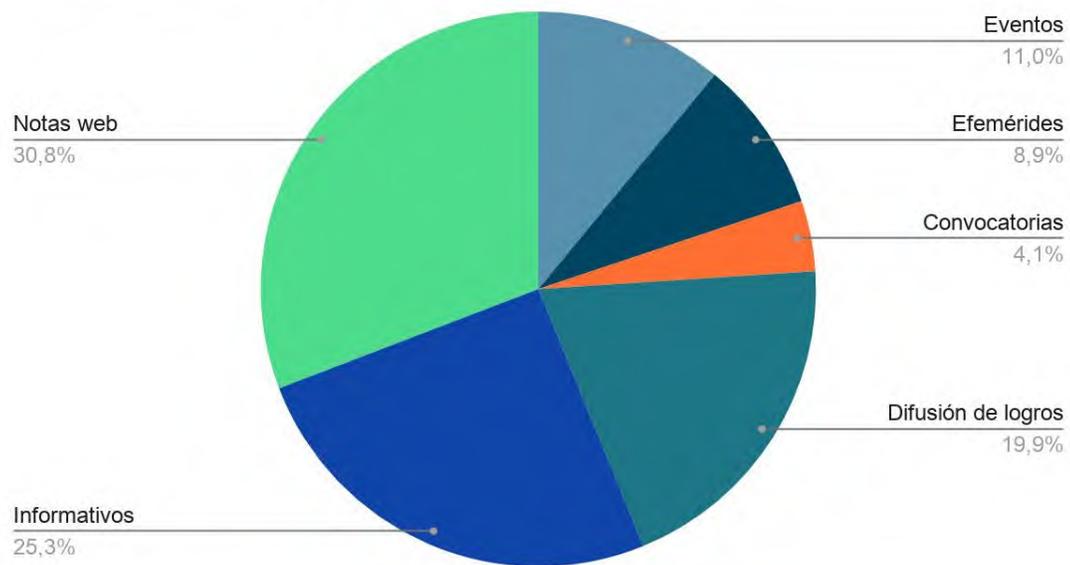
Diciembre 2020: 2294 seguidores



Profonanpe

Facebook

Tipo de publicación



Total de publicaciones: 146

Informativo

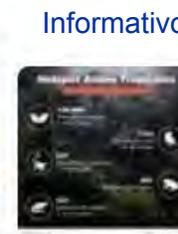


75.7 mil

Difusión de logros



20.6 mil



10.4 mil



10 mil



8.8 mil

Post con mayor alcance en Facebook

Fecha de publicación: 22 de enero 2020
Tipo de post: Informativo
Alcance: 75, 736 personas
Reacciones: 1974
Comentarios: 94
Compartidos: 780



Hasta el momento de la publicación de este post, en el fb y la página web del Hotspot no se había difundido datos importantes sobre él.

La acogida de esta publicación nos ayudó a inferir que las personas están interesadas en conocer más sobre el Hotspot y sobre lo se está desarrollando en él.



Post con menor alcance en Facebook

Fecha de publicación: 9 de agosto 2019

Tipo post: Notas de los socios

Alcance: 29

Reacciones: 4

Comentarios: 0

Compartidos: 0

Hotspot Andes Tropicales - CEPF
Publicado por Andes Tropicales · 9 de agosto de 2019 ·

✓ Las comunidades ahora pueden compartir las tradiciones y manifestaciones culturales propias con los visitantes.

ANDESTROPICALES.NET

El turismo en Amazonas como herramienta para fortalecer la conservación – Hotspot Andes Tropicales

29 Personas alcanzadas 5 Interacciones [Promocionar publicación](#)

4

En general, las primeras publicaciones del Facebook no tuvieron mucha acogida.

Esto puede haberse debido a que no existió una estrategia de campaña de difusión desde un inicio, para que las redes del Hotspot llegaran a más personas.



Profonanpe

Instagram



Creación: marzo 2020

Objetivo:

- Difundir noticias, fotos y videos sobre los logros y avances de nuestros socios en el Hotspot
- Compartir información relevante/interesante del Hotspot y el programa en la región

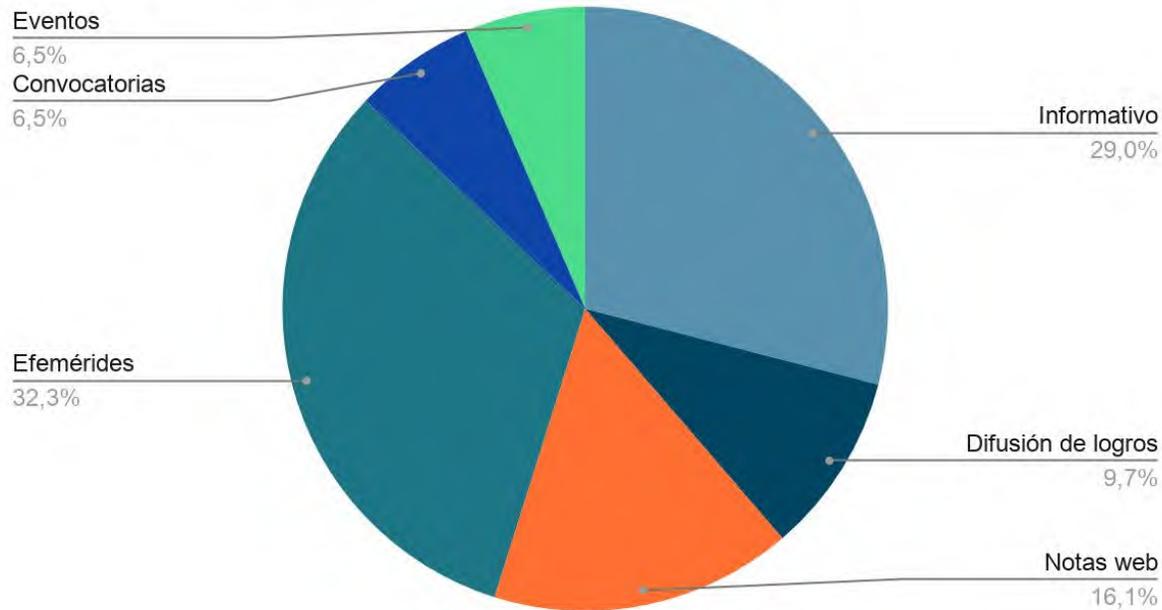
Diciembre 2020: 227 seguidores



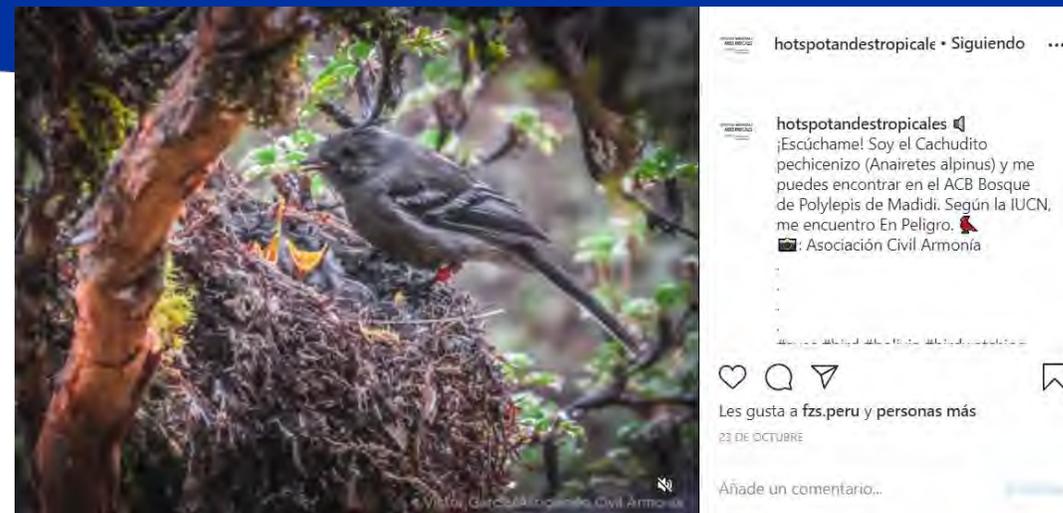
Profonanpe

Instagram

Tipo de publicaciones



Total de publicaciones: 31



Profonampe

Post con mayor alcance en Instagram

Fecha de publicación: 07 de octubre 2020

Tipo de post: Informativo

Alcance: 139

Reacciones: 29

Comentarios: 0

Compartidos: 5



El hecho de que esta publicación haya tenido mayor acogida demuestra que las personas encuentran interesante/importante los datos acerca del Hotspot y del programa.



Profonanpe

Post con menor alcance en Instagram

Fecha de publicación: 21 de marzo 2020

Tipo de post: Efemérides

Alcance: 53

Reacciones: 11

Comentarios: 0

Compartidos: 4



21 de marzo:

**DÍA INTERNACIONAL
DE LOS BOSQUES**

CRITICAL ECOSYSTEM
PARTNERSHIP FUND

profonanpe

Patrimonio Natural

futuro



hotspotandestropicales • Siguiendo Zamora Chinchipe

hotspotandestropicales Celebramos el #DíaInternacionalDeLosBosques recordando que los bosques del Hotspot Andes Tropicales almacenan 5.4 billones de toneladas de carbono, equivalentes a las emisiones anuales de carbono de un billón de autos. Esta fotografía corresponde al Área Clave de Biodiversidad Bosque Protector Alto Nangaritza (ECU9), ubicada en la provincia Zamora Chinchipe, Ecuador.

#biodiversidad #bosque #medioambiente #ecologia #cambioclimatico #andestropicales

38 sem



Les gusta a bosques.andinos y personas más

21 DE MARZO

Añade un comentario...

Este post fue el primero dentro de Instagram, por lo que su alcance fue menor en tanto recién estábamos consiguiendo seguidores.



Profonanpe

Aparición de países en las redes del Hotspot

de apariciones por país

Regional

5,7%

6

Bolivia

18,1%

19

Ecuador

21,0%

22

Colombia

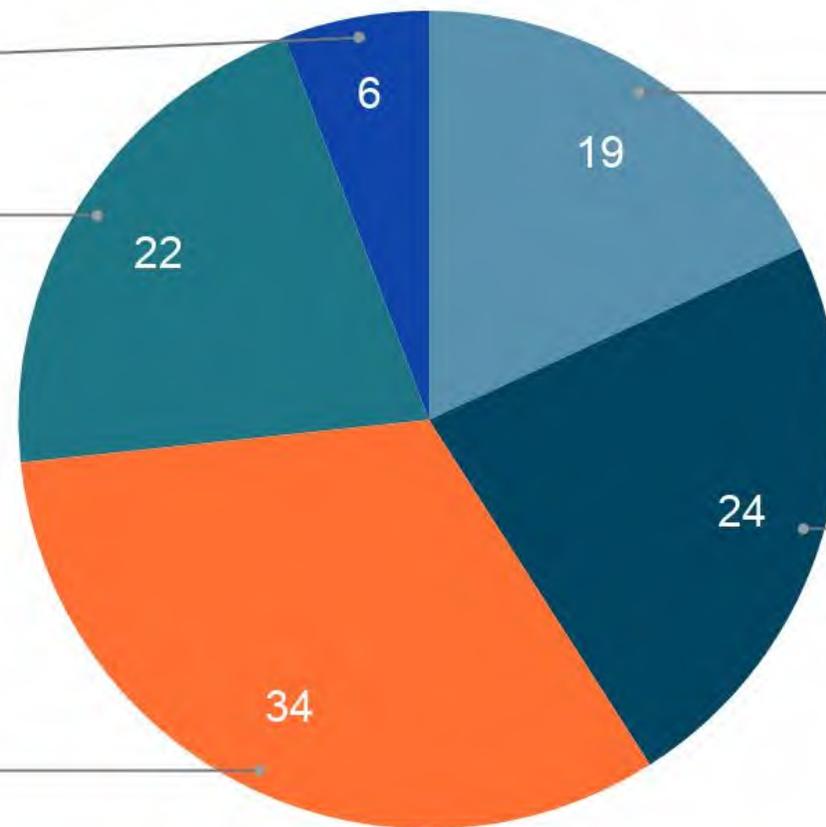
22,9%

24

Perú

32,4%

34

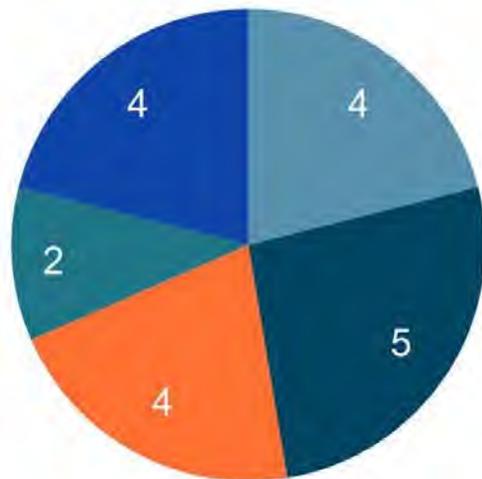


Profonanpe

Aparición de socios en las redes del Hotspot

Bolivia

- ACEAA
- Civil Armonía
- CODESPA
- Consejo Regional Tsimán Mositén
- WCS Bolivia



Colombia

- Audubon
- Biodiversa
- Ecohabitats
- FCDS
- FEDENA
- Fundación Ecológica Colobries de Altarquer
- Fundación Trópico
- Reserva Inka La Nutria
- Resguardo Pitalapí Pueblo Viejo
- Serraniagua
- Todos los socios



Ecuador

- Fundación Altrópico
- Aves y Conservación
- Centro Awá Pambilar
- Centro Jambatu
- CI Ecuador
- FEDENA
- NCI Ecuador
- Todos los socios
- UTPL



Perú

- Apeco
- CORBIDI
- Eca Chayu Nain
- FZS Perú
- NCI Perú
- Practical Action
- Pronaturaleza
- RED AMA
- SEPAR
- SPDA
- Todos los socios
- Yunkawasi





Productos comunicacionales

Boletín Conectandes

Compartiendo información que conecta al Hotspot



CEPF inicia la actualización de información del Perfil del Ecosistema del Hotspot de Biodiversidad de los Andes Tropicales



Con el fin de orientar la siguiente fase de inversión en el Hotspot Andes Tropicales, CEPF y el equipo liderado por ProNaturaleza (Perú) han iniciado el proceso de actualización del perfil de ecosistema. Esto permitirá actualizar la estrategia de inversión de CEPF en la región por un período de cinco años.

Continúa leyendo

Hasta la fecha, se han realizado 8 ediciones:

- [Boletín Conectandes Noviembre 2020](#)
- [Boletín Conectandes Septiembre 2020](#)
- [Boletín Conectandes Julio 2020](#)
- [Boletín Conectandes Mayo 2020](#)
- [Boletín Conectandes Marzo 2020](#)
- [Boletín Conectandes Diciembre 2019](#)
- [Boletín Conectandes Septiembre 2019](#)
- [Boletín Conectandes Agosto 2019](#)

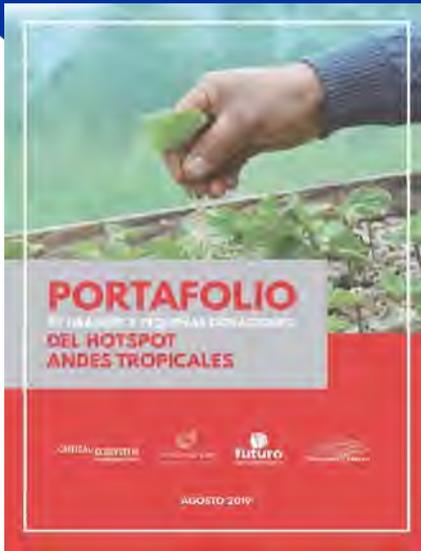
545 suscriptores



Profonanpe

Otros productos comunicacionales

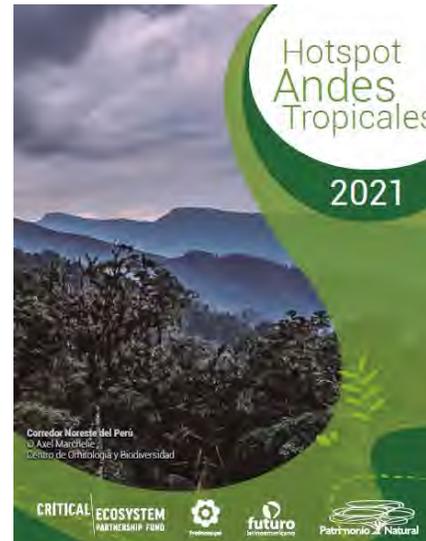
que nos permiten difundir el trabajo realizado en el Hotspot



Portafolio de proyectos – Ago 2019



Portafolio de proyectos – Dic 2020



Calendario del Hotspot 2021



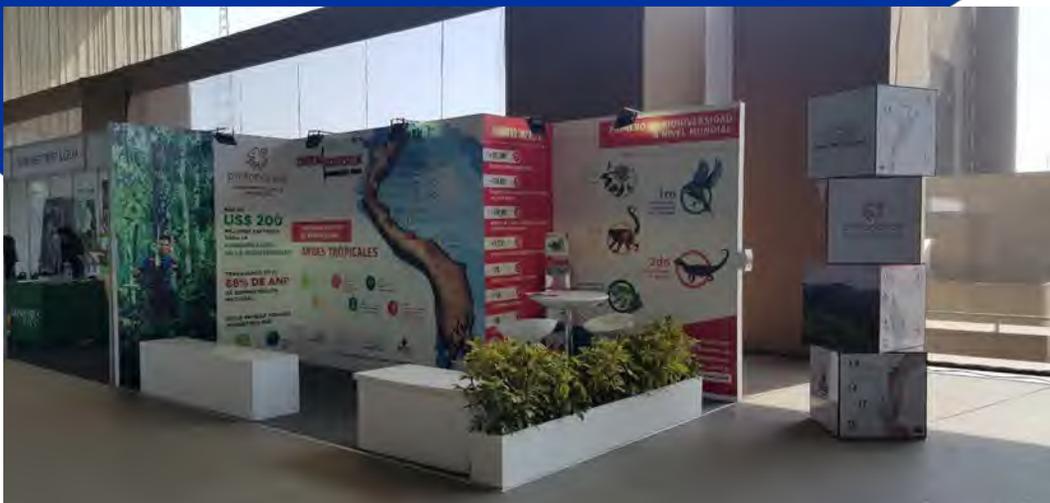
Brochure Regional 2019



Profonanpe

III CAPLAC

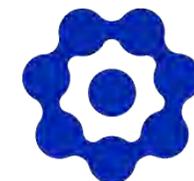
Compartiendo sobre el proyecto en diversos espacios



El proyecto participó en el III Congreso de Áreas Protegidas de Latinoamérica y el Caribe, realizado en Lima durante el 14 y 17 de octubre del 2019.

Este evento reunió a más de 3 mil asistentes, provenientes de 58 países.

Profonanpe se encargó de la gestión e implementación del stand del proyecto CEPF.



Profonanpe

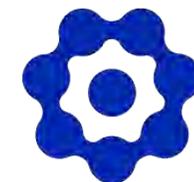
Próximos productos comunicacionales



Se realizará el documento de Sistematización de experiencias del proyecto, que recogerá las lecciones aprendidas de nuestros socios



Se presentará un video que resaltará los impactos del proyecto en el Hotspot



Profonanpe



Lecciones aprendidas

Principales desafíos



- Dificultad en aumentar la participación de más socios en actividades comunicacionales (redacción de notas, realización de videos, entrevistas, etc.).
- Dificultad en la coordinación con los socios a través de correos y/o videollamada.
- Algunos socios no cuentan con un equipo de comunicaciones que los oriente en la difusión de sus logros y avances. Ausencia de puntos focales.



Principales oportunidades



- Interés por parte de los socios en ser parte de una gran red del programa Hotspot Andes Tropicales
- Interés del público objetivo por conocer más sobre la importancia del Hotspot y el impacto del programa
- Incremento de espacios de difusión en redes sociales: webinars, foros, seminarios, etc.
- Existencia de medios de comunicación poco explorados pero de gran impacto local: radios comunitarias, periódicos locales, etc.



Propuestas de comunicación



Propuestas comunicacionales

Definición
de estrategia comunicacional

1

Material informativo
sobre postulación a
donaciones

- a. Videos
- b. Brochures
- c. Subsección en la web

2

Mapeo y difusión de
aliados comunicacionales
en la región

- a. Radios comunitarias
- b. Periódicos locales
- c. Otras organizaciones

3

Seguimiento e
involucramiento de los
socios

- a. Encuentro de comunicadores de la región + socios (fortalecer el relacionamiento institucional).
- b. Nuevos canales internos (grupo de WhatsApp, Telegram, etc.)

www.profonanpe.org.pe



ANNEX VII: Partners and Grant Information

Account Name	Country / Regional	Local or International	ORG TYPE (Sensu Ecol Profile)	Project Title	Amount.	Strategic Direction	Projects with Capacity Building (Yes=1, No=)	Contact Name	Contact's Email & Phone	Start Date	End Date	Stage	Grant Size
Asociación de Autoridades Tradicionales y Cabildos Indígenas Awá, Organización Unidad Indígena del Pueblo Awá	Colombia	Local	Indigenous, Campesino and Community-based	Importancia cultural y ambiental de la Reserva Natural Inkal Awá La Nutria "PIMAN", ACB Territorio Awá	\$49,877.04	TAII-SD6	1	Olivio Bisbicus	obisbicus@yahoo.es Cel.: +57 3234264828	5/21/2019	9/30/2020	Closed	Small
Asociación de campesinos agroecológicos de la zona de amortiguamiento del Parque Natural Regional del Duende	Colombia	Local	Indigenous, Campesino and Community-based	Establecimiento de sistemas productivos agroecológicos para la conservación participativa en el ACB PARAMO DEL DUENDE, Colombia.	\$44,897.18	TAII-SD4	1	Fabian Oyola	fabian841223@gmail.com +57 3176827333	4/12/2019	10/30/2020	Active	Small
Asociación de productores agroecológicos del municipio de San José del Palmar- Choco ASOPALMAR	Colombia	Local	Indigenous, Campesino and Community-based	Fortalecimiento del componente social y ambiental en asopalmar con la conformación de 5 nuevas reservas naturales como aporte a la conservación de la ACB serranía de los paraguas"	\$39,956.83	TAII-SD1	1	Diego Ramirez	dlimaracos@gmail.com Ce.: +57 3196567356	8/15/2019	10/15/2020	Active	Small
Asociación para el Estudio y Conservación de las Aves Acuáticas en Colombia	Colombia	Local	National	Planning the Paraguas - Munchique Conservation Corridor Birding Trail in Colombia - Phase I	\$74,746.26	TAII-SD4	1	Luis Fernando Castillo	calidris@calidris.org.co	7/1/2016	9/30/2017	Active	Large
Asociación para el Estudio y Conservación de las Aves Acuáticas en Colombia	Colombia	Local	National	Constructing Participatory Conservation Plans for Four Globally Threatened Species in the Paraguas - Munchique Conservation Corridor of the Tropical Andes in Colombia	\$92,191.36	TAII-SD5	1	Jeisson Zamudio	jzamudio@calidris.org.co	7/1/2016	6/30/2018	Closed	Large
Asociación para el Estudio y Conservación de las Aves Acuáticas en Colombia	Colombia	Local	National	Conserving Four Globally Endangered Birds of the Paraguas-Munchique Conservation Corridor of Colombia, Phase II	\$107,338.35	TAII-SD5	1	Jeisson Zamudio	jzamudio@calidris.org.co	7/1/2018	8/31/2020	Active	Large
Asociación para el Estudio y Conservación de las Aves Acuáticas en Colombia	Colombia	Local	National	Implementing Colombia's Western Andes Birding Trail: Conservation and Community Development Opportunity	\$117,882.70	TAII-SD4	1	Luis Fernando Castillo	calidris@calidris.org.co	7/1/2018	10/31/2020	Active	Large
CORPORACIÓN PARA LA GESTIÓN AMBIENTAL BIODIVERSA	Colombia	Local	sub-national / Local	Diseño de plan de monitoreo participativo de la rana duende de ruizi, Strabomantis ruizi	\$19,912.48	TAII-SD5	1	Luz Angela Forero	lforero@biodiversaenlinea.com Cel.: +57 31	3/12/2019	10/31/2019	Closed	Small
CORPORACIÓN PARA LA GESTIÓN AMBIENTAL BIODIVERSA	Colombia	Local	sub-national / Local	Implementación del Plan de monitoreo participativo de la rana Duende de Ruizi (Strabomantis ruizi) en el Área Clave de Biodiversidad Bosque de San Antonio/Km18	\$20,578.61	TAII-SD5	1	Luz Angela Forero	lforero@biodiversaenlinea.com Cel.: +57 3147711944	6/4/2020	11/30/2020	Active	Small
CORPORACIÓN PARA LA GESTIÓN AMBIENTAL BIODIVERSA	Colombia	Local	sub-national / Local	Multi-Stakeholder Management Planning and Governance Strengthening for the San Antonio Key Biodiversity Area in Colombia	\$75,000.00	TAII-SD1	1	Martha Silva Velasco	gestion@biodiversaenlinea.com	7/1/2017	8/31/2018	Closed	Large
Corporación Serraniagua	Colombia	Local	sub-national / Local	Strengthening a Model for Community Conservation in the Serranía de los Paraguas of Colombia	\$268,090.00	TAII-SD1	1	Cesar Antonio Franco Laverde	serraniagua@gmail.com	7/1/2016	9/30/2020	Closed	Large
Fondo Patrimonio Natural	Colombia	Local	National	CEPF Regional Implementation Team in the Tropical Andes Hotspot – Colombia and Bolivia	\$364,863.00	TAII-SD7	1	Martha Liliana Silva Velasco	msilva@patrimoniounatural.org.co	10/1/2018	2/28/2021	Active	Large
Fundación EcoHabitats	Colombia	Local	sub-national / Local	Management and Species Recovery Planning in the Serranía del Pinche Key Biodiversity Area of Colombia	\$55,599.00	TAII-SD1	1	Liliana Patricia Paz Betancourt	lilianapazb@yahoo.es	8/1/2017	8/31/2018	Closed	Large

Account Name	Country / Regional	Local or International	ORG TYPE (Sensu Ecol Profile)	Project Title	Amount.	Strategic Direction	Projects with Capacity Building (Yes=1, No=)	Contact Name	Contact's Email & Phone	Start Date	End Date	Stage	Grant Size
Fundación EcoHabitats	Colombia	Local	sub-national / Local	Strengthening of governance and conservation incentives in the Serrania El Pinche Key Biodiversity Area of Colombia	\$85,000.03	TAII-SD1	1	Liliana Patricia Paz Betancourt	lilianapazb@yahoo.es	12/1/2019	11/30/2020	Closed	Large
Fundación Ecológica Fenicia Defensa Natural	Colombia	Local	sub-national / Local	Strengthening Legal Protection and Connectivity for Paramo del Duende KBA in Colombia – Phase I	\$32,949.43	TAII-SD1	0	Wilfredo Aranzazu Zapata	fedenuende@yahoo.es	6/1/2017	4/30/2018	Active	Large
Fundación Ecológica Fenicia Defensa Natural	Colombia	Local	sub-national / Local	Strengthening Legal Protection and Connectivity for Paramo del Duende KBA in Colombia – Phase II	\$118,191.80	TAII-SD1	1	Wilfredo Aranzazu Zapata	fedenuende@yahoo.es	5/1/2019	8/31/2020	Closed	Large
Fundación Ecológica los Colibríes de Altaquer	Colombia	Local	sub-national / Local	Preparation of a Participatory Management Plan for Río Nambi Nature Reserve - Colombia	\$98,000.00	TAII-SD2	1	Natalia Bacca-Cortes Cristian Flórez Pai	felca@felca-colombia.org cristianpai@gmail.com	6/1/2017	6/30/2019	Closed	Large
Fundación Ecológica los Colibríes de Altaquer	Colombia	Local	sub-national / Local	Construcción Participativa de Planes de Manejo de Aves y Anfibios Amenazados en el Corredor Cotacachi-Awá, Colombia	\$139,694.15	TAII-SD5	1	Natalia Bacca-Cortes Cristian Flórez Pai	felca@felca-colombia.org cristianpai@gmail.com	7/1/2019	8/31/2021	Active	Large
Fundación Ecovivero	Colombia	Local	sub-national / Local	Land restoration and creation of private protected areas to promote connectivity in the Bosque de San Antonio KBA of Colombia.	\$92,299.52	TAII-SD1	1	Jorge Giraldo	jorgegiraldogensini@gmail.com	7/1/2019	9/30/2020	Closed	Large
Fundación para la conservación y el desarrollo sostenible	Colombia	Local	National	Formulación de una estrategia y medidas de protección para líderes y organizaciones ambientales en contexto de riesgo en el Hotspot de los Andes Tropicales	\$21,078.00	TAII-SD3	1	Fabiana Guaramato	fabiana.guaramato@fcds.org.co Cel.: +57 31	11/5/2019	7/30/2020	Active	Small
FUNDACIÓN TRÓPICO	Colombia	Local	sub-national / Local	Fortalecimiento de los procesos de conservación y aprendizajes en red de los actores sociales y comunitarios de los corredores Paraguas-Munchique y Contacachi-Awá.	\$49,891.58	TAII-SD6	1	Ana Eliva Arana	aarana@fundaciontropico.org	11/5/2019	10/30/2020	Active	Small
FUNDACIÓN TRÓPICO	Colombia	Local	sub-national / Local	Promoting EcoTourism and Agrobiodiversity in Alto Calima and Páramo del Duende, Colombia	\$70,326.88	TAII-SD4	1	Ana Eliva Arana	aarana@fundaciontropico.org	4/1/2019	7/31/2020	Closed	Large
FUNDACIÓN TRÓPICO	Colombia	Local	sub-national / Local	Establishing a Protected Area in Alto y Bajo Calima Key Biodiversity Area in the Cauca Valley of Colombia	\$143,457.17	TAII-SD1	1	Ana Eliva Arana	aarana@fundaciontropico.org	7/1/2016	10/31/2017	Closed	Large
National Audubon Society	Colombia	International	International	Fortaleciendo informadores de aves y comunidades locales con acuerdos de conservación enfocados en la Ruta de Aviturismo del Corredor Paraguas-Munchique	\$20,000.00	TAII-SD5	1	Noemi Moreno Gloria Lentijo	andessuroccidentales@audubon.org Cel.: +51 304 2032033 gloria.lentijo@audubon.org Cel.: +57 320 7276221	7/1/2020	11/30/2020	Active	Small
Resguardo Palmar Imbi	Colombia	Local	Indigenous, Campesino and Community-based	Fortalecimiento de la reserva de la vida awá Resguardo Palmar a través del relacionamiento e intercambio de experiencias con otras iniciativas corredor Cotacachi-Awá.	\$20,000.00	TAII-SD2	1	Diego Guanga	ortiz19ag@gmail.com Cel.: +57 310 4098214	8/3/2020	11/30/2020	Active	Small
Resguardo Pialapí Pueblo Viejo (La Planada)	Colombia	Local	Indigenous, Campesino and Community-based	Preparation of a Management Plan for the Planada Nature Reserve in the Pialapí Pueblo Indigenous Reserve, Colombia.	\$186,345.99	TAII-SD1	1	WILSON CABRERA Miguel Caicedo	wilcav@hotmail.com proyectocepplanada@gmail.com	6/1/2017	11/30/2020	Closed	Large

Account Name	Country / Regional	Local or International	ORG TYPE (Sensu Ecol Profile)	Project Title	Amount.	Strategic Direction	Projects with Capacity Building (Yes=1, No=)	Contact Name	Contact's Email & Phone	Start Date	End Date	Stage	Grant Size
Aves y Conservación - BirdLife en Ecuador	Ecuador	Local	National	Participatory Conservation of the Critically Endangered Black-breasted Puffleg in the KBAs of Mindo (Pichincha volcano) and Intag-Toisán in Ecuador	\$95,176.44	TAII-SD5	1	Juan Carlos Valarezo	jvalarezo@gmail.com	7/1/2018	10/31/2020	Closed	Large
Centro Awá Pambilar	Ecuador	Local	Indigenous, Campesino and Community-based	Fortalecimiento de la Gobernanza y Capacidades de Gestión Local para la Conservación en el Territorio de 6 centros Awá en la ACB ECU70	\$30,261.30	TAII-SD6	1	Olindo Nastacuaz	olindonastacuaz@yahoo.es Cel.: +593992008255	7/23/2019	10/31/2020	Closed	Small
Conservation International	Ecuador	International	International	Participatory Management Planning for Cotacachi - Cayapas Key Biodiversity Area in Ecuador	\$166,941.02	TAII-SD1	0	Roberto Ulloa	rulloa@conservation.org	6/1/2018	10/31/2020	Active	Large
CONSORCIO PARA EL DESARROLLO SOSTENIBLE DE LA ECORREGION ANDINA-CONDESAN	Ecuador	Local	National	Strengthening Management and Participatory Planning in Three Key Biodiversity Areas within the Quito Metropolitan District in Ecuador	\$120,452.86	TAII-SD1	1	Macarena Bustamante	macarena.bustamante@condesan.org	7/1/2017	8/31/2018	Closed	Large
Corporacion Ecopar	Ecuador	Local	National	Strengthening Protection and Improving Management in Shuar Arutam Territory in Cordillera del Cóndor Ecuador	\$142,814.00	TAII-SD1	1	didier sanchez	sanchezdidier@hotmail.com	7/1/2017	2/28/2019	Active	Large
Corporación Microempresarial Yunguilla CMY	Ecuador	Local	Indigenous, Campesino and Community-based	Fortalecimiento de capacidades de la Corporación Microempresarial Yunguilla, para movilización de recursos económicos a través de enfoques innovadores de financiamiento a largo plazo	\$22,000.00	TAII-SD6	1	Germán Collaguazo	yunguilla@yahoo.com	8/1/2019	10/30/2020	Closed	Small
Corporación Microempresarial Yunguilla CMY	Ecuador	Local	Indigenous, Campesino and Community-based	Strengthening Community Management of Yunguilla - Santa Lucia Conservation and Sustainable Use Area in Ecuador	\$44,712.30	TAII-SD1	1	German Collaguazo	yunguilla@yahoo.com	7/1/2017	6/30/2018	Active	Large
Fauna & Flora Internacional	Ecuador	International	International	Promoting the protection of water ecosystem services in San Lorenzo Municipality as a Vehicle to Strengthen Legal Protection and Multisectorial Collaboration to Conserve Awacachi Key Biodiversity Area in Ecuador	\$132,179.73	TAII-SD1	1	Paola Espinosa	paola.espinosa@fauna-flora.org	7/1/2017	12/31/2018	Closed	Large
Federación de Centros Awá del Ecuador	Ecuador	Local	Indigenous, Campesino and Community-based	Fortalecimiento de la capacidad local y alianzas estratégicas para la protección territorial y ambiental del pueblo Awá del Ecuador	\$21,500.00	TAII-SD6	1	Marcelo Maigua	marcelodesarrollo@yahoo.com Cel.: +593988234020	11/11/2019	9/30/2020	Closed	Small
Fundación EcoCiencia	Ecuador	Local	National	Actualización de las prioridades para las ACBs, corredores y especies para Ecuador	\$31,554.20	TAII-SD1	0	Carmen Josse	carmenjosse@ecociencia.org	10/1/2019	9/30/2020	Active	Small
Fundación EcoCiencia	Ecuador	Local	National	Mitigating Pressure on Natural Resources and Biodiversity in Earthquake Reconstruction in Muisne, Ecuador	\$77,000.00	TAII-SD3	0	Carmen Josse	carmenjosse@ecociencia.org	2/1/2017	6/30/2018	Active	Large
Fundación Ecológica Arcoiris	Ecuador	Local	sub-national / Local	Strengthening capacities of civil society organizations for participatory management of the connectivity corridor in Southern Alto Nangaritza Protected Forest (ECU 9)	\$22,492.00	TAII-SD6	1	Arturo Jiménez	arcoiris.conservation@gmail.com	6/8/2020	11/30/2020	Active	Small
Fundación Internacional para la Promoción del Desarrollo Sustentable Futuro Latinoamericano (FFLA)	Ecuador	Local	National	CEPF Regional Implementation Team in the Tropical Andes Hotspot – Ecuador	\$283,538.00	TAII-SD7	1	Paola Zavala	paola.zavala@ffla.net	10/1/2018	2/28/2021	Closed	Large

Account Name	Country / Regional	Local or International	ORG TYPE (Sensu Ecol Profile)	Project Title	Amount.	Strategic Direction	Projects with Capacity Building (Yes=1, No=)	Contact Name	Contact's Email & Phone	Start Date	End Date	Stage	Grant Size
Fundación Jambatu	Ecuador	Local	National	Promoviendo la conservación de anfibios en los Andes Tropicales del Ecuador	\$138,375.20	TAII-SD5	1	Andrea Terán; María Dolores Guardera	<sandreateran84@gmail.com> lolaguarderasv@gmail.com	7/1/2019	11/30/2020	Active	Large
Fundación para el Desarrollo de Alternativas Comunitarias de Conservación del Trópico	Ecuador	Local	National	Earthquake Reconstruction Planning for Three Chachi Indigenous Communities in the Mache-Chindul Ecological Reserve of Ecuador	\$23,000.00	TAII-SD1	1	Marcos Jiménez Santiago Levy	marcosjj@altropico.org.ec <carchi@altropico.org.ec>	1/1/2017	9/30/2017	Active	Large
Fundación para el Desarrollo de Alternativas Comunitarias de Conservación del Trópico	Ecuador	Local	National	Protecting Globally Threatened Birds and Amphibians through Participatory Monitoring and Conservation Planning in the Cotacachi-Awá Corridor in Ecuador	\$79,700.00	TAII-SD5	1	Marcos Jiménez Santiago Levy	marcosjj@altropico.org.ec <carchi@altropico.org.ec>	6/1/2019	9/30/2020	Active	Large
Fundación para el Desarrollo de Alternativas Comunitarias de Conservación del Trópico	Ecuador	Local	National	Fostering Altitudinal Connectivity and Conservation in the Cotacachi – Awa Conservation Corridor of Ecuador	\$195,328.86	TAII-SD1	1	Marcos Jiménez Santiago Levy	marcosjj@altropico.org.ec <carchi@altropico.org.ec>	8/1/2017	12/31/2019	Grant Active	Large
FUNDACION PRODECI	Ecuador	Local	sub-national / Local	Fortalecimiento de la Gobernanza del Consejo de Cuenca del Área de Conservación y Uso Sustentable Municipal Íntag Toisán	\$20,000.00	TAII-SD6	1	Liliana Salgado	FUNDACION PRODECI <fundacionprodeci@gmail.com> Cel.: +593980326555	11/1/2019	9/30/2020	Closed	Small
FUNDACION PRODECI	Ecuador	Local	sub-national / Local	Strengthening Community Management for the Sustainable Development and Conservation of Intag Toisan Key Biodiversity Area of Ecuador	\$104,952.00	TAII-SD1	1	Liliana Salgado	FUNDACION PRODECI <fundacionprodeci@gmail.com> Cel.: +593980326555	7/1/2017	9/30/2018	Active	Large
Mindo Cloudforest Foundation	Ecuador	Local	sub-national / Local	Launching an Online Application to Finance Conservation in Four Key Biodiversity Areas, Northwest Pichincha Corridor, Ecuador	\$48,671.60	TAII-SD4	1	Brian Kronhke	brian@mindocloudforest.org	11/1/2019	10/31/2020	Closed	Large
Nature and Culture International	Ecuador	International	International	Securing Legal Protection of Alto Nangaritza Forest Reserve in Ecuador	\$112,045.45	TAII-SD1	1	CECILIA SOLORZANO Fabián Rodas López	csolorzano@naturalezaycultura.org; frodas@naturalezaycultura.org	7/1/2017	6/30/2019	Active	Large
Nature and Culture International	Ecuador	International	International	"Strengthening Protection of Alrededores de Amaluza Key Biodiversity Area in Ecuador"	\$138,356.00	TAII-SD1	0	Fabián Rodas López	frodas@naturalezaycultura.org	7/1/2019	11/30/2020	Active	Large
Universidad San Francisco de Quito - ECOLAP	Ecuador	Local	Academia	Gobernanza de la tierra en la RE Cotacachi Cayapas	\$22,002.70	TAII-SD6	1	Alejandra Robledo Mónica Ribadeneira	arobledo@usfq.edu.ec Cel.: +593 988398118 mribadeneira@gmail.com	6/15/2020	11/30/2020	Closed	Small
Universidad Técnica Particular de Loja	Ecuador	Local	Academia	Amphibian Conservation in the Abra de Zamora Key Biodiversity Area of Ecuador	\$74,774.00	TAII-SD1	1	Diego Armijos	darmijos1@utpl.edu.ec	7/1/2019	9/30/2020	Active	Large
Asociación de Ecosistemas Andinos	Peru	Local	National	Strengthening Management and Financial Sustainability of Five Protected Areas in the Northeast Corridor of Peru	\$121,657.00	TAII-SD1	1	Constantino Auca	caucca@ecoanperu.org	7/1/2016	10/31/2017	Closed	Large
Asociación Peruana para la Conservación de la Naturaleza - APECO.	Peru	Local	National	Promoting research in the priority KBAs for supporting conservation in Peru	\$20,003.06	TAII-SD5	1	Mariella Leo	mleo@apeco.org.pe	8/1/2019	3/31/2020	Grant Active	Small

Account Name	Country / Regional	Local or International	ORG TYPE (Sensu Ecol Profile)	Project Title	Amount.	Strategic Direction	Projects with Capacity Building (Yes=1, No=)	Contact Name	Contact's Email & Phone	Start Date	End Date	Stage	Grant Size
Asociación Peruana para la Conservación de la Naturaleza - APECO.	Peru	Local	National	Updating the status of an endemic harlequin frog in Peru	\$29,188.19	TAII-SD1	0	Mariella Leo	mleo@apeco.org.pe	9/1/2018	1/31/2019	Closed	Large
Asociación Peruana para la Conservación de la Naturaleza - APECO.	Peru	Local	National	Mechanism of Retribution for Water Services in Copallin KBA (Amazonas)	\$50,003.59	TAII-SD2	1	Mariella Leo	mleo@apeco.org.pe	3/15/2019	10/30/2020	Active	Small
Asociación Peruana para la Conservación de la Naturaleza - APECO.	Peru	Local	National	Strengthening the Participation of Awajún Indigenous People and Campesinos to Conserve the Colan Mountain Range of Peru	\$159,999.00	TAII-SD1	1	Mariella Leo	mleo@apeco.org.pe	7/1/2016	10/31/2017	Active	Large
Ayuda para la Vida Silvestre Amenazada Sociedad Zoológica de Francfort Perú (AVISA SZF PERU)	Peru	Local	International	Tourism consolidation as a biodiversity conservation strategy in the Kosñipata valley.	\$35,000.00	TAII-SD4	1	Juvenal Silva' hauke.hoops	juvenal.silva@fzs.org <chauke.hoops@fzs.org>	8/15/2019	10/30/2020	Closed	Small
Ayuda para la Vida Silvestre Amenazada Sociedad Zoológica de Francfort Perú (AVISA SZF PERU)	Peru	Local	International	Desarrollo de una Estrategia para el fortalecimiento de Iniciativas de Turismo Sostenible en la zona Oeste del ACB Kosñipata-Carabaya, Perú.	\$72,784.74	TAII-SD4	1	Juvenal Silva' hauke.hoops	juvenal.silva@fzs.org <chauke.hoops@fzs.org>	7/1/2016	6/30/2017	Closed	Large
Ayuda para la Vida Silvestre Amenazada Sociedad Zoológica de Francfort Perú (AVISA SZF PERU)	Peru	Local	International	Promoting Nature-Based Tourism in Kosñipata - Carabaya Key Biodiversity Area of Peru	\$92,234.00	TAII-SD4	1	Juvenal Silva' hauke.hoops	juvenal.silva@fzs.org <chauke.hoops@fzs.org>	7/1/2017	6/30/2018	Active	Large
Biodiversity Institute of Kansas University	Peru	International	International	Conservation priorities in the tropical Andes and incorporation of climate refuges in protected natural areas in the tropical Andes of Peru	\$23,084.00	TAII-SD5	0			9/1/2019	10/31/2020	Closed	Small
CORBIDI	Peru	Local	National	Treasures to discover: Herpetofauna of the Cordillera de Colán National Sanctuary, Peru	\$31,800.00	TAII-SD5	0	Pablo Venegas	pvenegas@corbidi.org cel.: +51982325573	4/15/2019	11/8/2020	Active	Small
Derecho, Ambiente y Recursos Naturales	Peru	Local	National	Strengthening Indigenous Governance and Livelihood Support in the Chayu Nain Communal Reserve, Peru	\$113,313.26	TAII-SD5	1	Iris Olivera Gomez	iolivera@dar.org.pe	3/1/2020	5/31/2021	Active	Large
ECA Chayu Nain	Peru	Local	Indigenous, Campesino and Community-based	Strengthening of Management and Administrative Capacities for the ECA Chayu Nain	\$24,453.32	TAII-SD6	1	Victor Juep	vjuep@sernanp.gob.pe Cel.: +51964332660	3/25/2019	10/15/2020	Closed	Small
Fundación Peruana para la Conservación de la Naturaleza - PRONATURALEZA	Peru	Local	National	Conservation state assessment of endemic and endangered birds in Carpish KBA, Peru	\$19,900.00	TAII-SD5	0	Sandra Isola	sisola@pronaturaleza.org	3/15/2019	10/31/2019	Closed	Small
Fundación Peruana para la Conservación de la Naturaleza - PRONATURALEZA	Peru	Local	National	Protection and Sustainable Development in the Kosñipata Carabaya KBA of Peru - Phase II	\$65,000.00	TAII-SD1	1	Sandra Isola	sisola@pronaturaleza.org	6/1/2019	8/31/2020	Active	Large
Fundación Peruana para la Conservación de la Naturaleza - PRONATURALEZA	Peru	Local	National	Mainstreaming Conservation Strategies into Municipal Planning for the Kosñipata-Carabaya Key Biodiversity Area in Peru	\$131,493.00	TAII-SD2	1	Sandra Isola	sisola@pronaturaleza.org	7/1/2017	8/31/2018	Active	Large

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Nature and Culture International	Peru	International	International	Establecimiento de protección legal de los Bosques Montanos de Carpish del Corredor de Conservación Carpish - Yanachaga, en Perú - Fase II	\$131,597.89	TAII-SD1	1	Oscar Franco Silvia Usuriaga	Ofranco@naturalezaycultura.org susuriaga@natureandculture.org	7/1/2018	9/30/2020	Active	Large
Nature and Culture International	Peru	International	International	"Fostering Community-based Conservation in Utcubamba Key Biodiversity Area in Peru"	\$136,884.29	TAII-SD1	1	Oscar Franco Silvia Usuriaga	Ofranco@naturalezaycultura.org susuriaga@natureandculture.org	1/1/2019	11/30/2021	Closed	Large
Nature and Culture International	Peru	International	International	Establishment of Three Protected Areas in Carpish Montane Forest of Carpish - Yanachaga Conservation Corridor in Peru	\$175,000.00	TAII-SD1	1	Oscar Franco	ofranco@naturalezaycultura.org	7/1/2016	3/31/2018	Closed	Large
Practical Action - Regional Office for Latin America	Peru	International	International	Conservation Assessment and Planning to Safeguard Globally Threatened Birds in San José de Lourdes Key Biodiversity Area of Peru	\$25,443.74	TAII-SD5	1	Walter Ita	wita@solucionespracticas.org.pe	7/1/2017	11/30/2017	Active	Large
Practical Action - Regional Office for Latin America	Peru	International	International	Strengthening management and protection of the San Jose de Lourdes KBA in Peru to Safeguard Globally Threatened Birds – Phase II	\$144,541.67	TAII-SD1	1	Walter Ita	wita@solucionespracticas.org.pe	7/1/2018	7/31/2020	Closed	Large
Profonanpe	Peru	Local	National	CEPF Regional Implementation Team in the Tropical Andes Hotspot - Perú	\$430,839.00	TAII-SD7	1	Odile Sánchez de la Cruz	osanchezd@profonanpe.org.pe	10/1/2018	2/28/2021	Closed	Large
RED AMA	Peru	Local	sub-national / Local	Strengthening Sustainable Tourism in the Amazon Voluntary Conservation Network-RED AMA	\$27,054.10	TAII-SD4	1			4/15/2019	10/30/2020	Active	Small
Servicios Educativos Promoción y Apoyo Rural	Peru	Local	National	Integrating public policies for biodiversity conservation in the Carpish-Yanachaga Corridor, Peru	\$19,972.00	TAII-SD2	0	Ana Espejo	aespejo@separ.org.pe Cel.: +51964506801	10/21/2019	11/8/2020	Closed	Small
Sociedad Peruana de Derecho Ambiental - SPDA	Peru	Local	National	Innovating in tourism for the conservation of the Northeast Corridor of Peru through private conservation	\$20,000.00	TAII-SD6	1	Carolina Butrich Christel Scheske	cbutrich@spda.org.pe Cel.: +51954 780 725 cscheske@spda.org.pe Cel.: +51949148999	8/15/2019	10/30/2020	Active	Small
Sociedad Peruana de Derecho Ambiental - SPDA	Peru	Local	National	Strengthening Community and Private Conservation in the Northeast Conservation Corridor of Peru	\$153,435.00	TAII-SD6	1	CF Admin	fcadministrator@conservation.org	7/1/2016	6/30/2018	Active	Large
Yunkawasi	Peru	Local	sub-national / Local	Development of a Regional Action Plan of Lagothrix (Oreonax) flavicauda "Yellow-tailed monkey" and Aotus miconax "Night monkey" in Amazonas Region of Peru	\$32,004.59	TAII-SD5	0	Fanny Cornejo	fmcornejo@yunkawasiperu.org Cel.: +51950027345	8/15/2019	10/31/2020	Active	Small
Yunkawasi	Peru	Local	sub-national / Local	Community Forest Conservation in the Northeast Biodiversity Corridor in Peru	\$49,751.24	TAII-SD1	1	Fanny Cornejo	fmcornejo@yunkawasiperu.org	3/1/2017	11/30/2018	Closed	Large
Asociación Civil Armonía	Bolivia	Local	National	Boosting local economies and biodiversity conservation through bird-based tourism development	\$47,465.44	TAII-SD4	0	Rodrigo Soria Auza	wilbersa@armonia-bo.org	3/1/2020	11/30/2021	Active	Large

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Asociación Civil Armonía	Bolivia	Local	National	Preparando Planes De Acción y Creando Conciencia Para Las Aves Más Amenazadas Del Corredor Madidi-Pilon Lajas-Cotapata De Bolivia / Preparing Action Plans and Awareness Building for Endangered Birds in the Madidi - Pilon	\$113,188.00	TAII-SD4	1	Rodrigo Soria Auza	wilbersa@armonia-bo.org	7/1/2019	10/31/2020	Active	Large
Asociación Civil Armonía	Bolivia	Local	National	Strengthening Local Capacities to Conserve Polylepis Forests and their Threatened Biodiversity in Madidi And Cotapata National Parks in Bolivia	\$226,427.54	TAII-SD1	1	Rodrigo Soria Auza	wilbersa@armonia-bo.org	7/1/2016	2/28/2019	Closed	Large
Centro de Estudios en Biología Teórica y Aplicada	Bolivia	Local	sub-national / Local	Assessing the Status of the Endemic Amphibian P. bisignatus in Cotapata and Coroico Key Biodiversity Areas of Bolivia	\$25,652.83	TAII-SD5	0	Omar Emilio Rocha Olivio	orochaolivio@gmail.com	8/1/2016	5/31/2017	Closed	Large
Consejo Regional T'simane Mosestenes Pilon Lajas	Bolivia	Local	Indigenous, Campesino and Community-based	Strengthening T'smame Mosestenes Regional Council to Manage Pilon Lajas Biosphere Reserve and Indigenous Land in Bolivia	\$136,416.44	TAII-SD1	1	Ebelio Silvia Sánchez Ribera	Concejo Regional T'smame Mosestenes-Pilo CRTM - PL <crtm-pl@hotmail.com>	7/1/2016	8/31/2019	Active	Large
Conservation International	Bolivia	International	International	Identifying Conservation Priorities with Local Participation in Cotapata Key Biodiversity Area in Bolivia	\$94,449.00	TAII-SD1	1	Eduardo Forno	eforno@conservation.org	7/1/2017	8/31/2018	Closed	Large
Conservation International	Bolivia	International	International	Fortalecimiento Institucional del Gobierno Autónomo Municipal de Sorata para una Conservación Efectiva de la Biodiversidad y Desarrollo Sostenible en el Municipio en el Area Clave de Biodiversidad Cotapata-Bolivia	\$96,288.10	TAII-SD2	0	Eduardo Forno	eforno@conservation.org	7/1/2020	2/28/2021	Active	Large
Conservation Strategy Fund	Bolivia	International	International	Feasibility Assessment of Options for Financing Water Conservation in the Pilon Lajas Key Biodiversity Area, Bolivia	\$19,999.03	TAII-SD2	1	Alfonso Malky	<alfonso@conservation-strategy.org>	1/1/2019	7/31/2019	Closed	Small
FUNDACION CODESPA	Bolivia	International	International	Promoting Ecotourism along the Pre-Columbian Road of Bosque Polylepis de Taquesí Key Biodiversity Area in Bolivia	\$101,939.20	TAII-SD4	1	Miguel Villarroel	mvillarroel@codespa.org	7/1/2019	10/31/2020	Grant Active	Large
Fundación Natura Bolivia	Bolivia	Local	National	Promoting Reciprocal Watershed Agreements for Biodiversity Conservation in 27 communities of the Madidi-Pilon Lajas-Cotapata Conservation Corridor of Bolivia	\$170,074.00	TAII-SD2	1	Romina Villegas	rominavillegas@naturabolivia.org	7/1/2017	5/31/2020	Active	Large
Fundación para el Desarrollo de la Ecología (FUDECO)	Bolivia	Local	National	Conserving Cotapata National Park by Promoting the Chasquimaraton Pre-Colombian Trail in Bolivia	\$60,000.00	TAII-SD4	0	CF Admin	fcadministrator@conservation.org	6/1/2016	8/31/2017	Active	Large
Fundación para el Desarrollo de la Ecología (FUDECO)	Bolivia	Local	National	Elaboración de un Plan de Acción para la Conservación de Anfibios Detonantes en el Area Clave de Biodiversidad Pilon Lajas, Bolivia	\$51,127.32	TAII-SD5	0	James Aparicio	james.aparicio.e@gmail.com	7/1/2020	3/31/2021	Active	Large
FUNDACIÓN PROFIN	Bolivia	Local	National	Feasibility Assessment of Opportunities to Increase Local Producer Access to Financing to Support Biodiversity Conservation in Bolivia	\$17,775.04	TAII-SD2	0	Gustavo Ignacio Medeiros	<gmedeiros@fundacion-profin.org>	11/1/2018	5/31/2019	Active	Small
FUNDESAP	Bolivia	Local	National	CEPF Regional Implementation Team in the Tropical Andes Hotspot – Colombia and Bolivia	\$398,293.00	TAII-SD7	1			7/1/2015	9/30/2018	Active	Large

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Mancomunidad de Municipios del Norte Paceño Tropical	Bolivia	Local	sub-national / Local	Management Planning and Protection for Biodiversity Conservation and Watershed Management of Cotapata Key Biodiversity Area in Bolivia	\$139,175.50	TAII-SD1	1	Walter Hugo Martínez Cueto	wmartinez@nortepaceno.org	6/1/2017	11/30/2018	Closed	Large
ONG Asociación Boliviana para la Investigación y Conservación de Ecosistemas Andino Amazónicos "ONG ACEAA"	Bolivia	Local	National	Conservando Bosques para Proteger el Agua en el Área Protegida Municipal Paramarani, Apolo, Bolivia	\$3,460.20	TAII-SD2	0	Luis Arteaga	larteaga@conservacionamazonica.org.bo	7/1/2018	6/30/2019	Active	Small
ONG Asociación Boliviana para la Investigación y Conservación de Ecosistemas Andino Amazónicos "ONG ACEAA"	Bolivia	Local	National	Capacity building in Communication for Biodiversity Conservation in the Madidi-Pilón Lajas-Cotapata Conservation Corridor of Bolivia	\$74,433.00	TAII-SD6	1	Luis Arteaga	larteaga@conservacionamazonica.org.bo	2/1/2020	11/30/2021	Active	Large
ONG Asociación Boliviana para la Investigación y Conservación de Ecosistemas Andino Amazónicos "ONG ACEAA"	Bolivia	Local	National	Updating Cotapata National Park Management Plan emphasizing species conservation in Bolivia	\$101,514.00	TAII-SD4	1	Marcos Terán	mteran@conservacionamazonica.org.bo	7/1/2018	11/30/2021	Active	Large
Wildlife Conservation Society	Bolivia	International	International	Capacity Building to Reduce the Impact of Mining in the Polylepis Forests of Apolobamba, Madidi, and Pilon Lajas Protected Areas of Bolivia	\$158,245.09	TAII-SD3	1	Oscar Loayza	oloayza@wcs.org	7/1/2016	12/31/2018	Closed	Large
Wildlife Conservation Society	Bolivia	International	International	Integrating Environmental Best Practices into Mining Operations in the Madidi - Pilon Lajas - Cotapata Conservation Corridor of Bolivia	\$189,250.66	TAII-SD3	1	Oscar Loayza	oloayza@wcs.org	7/1/2018	3/31/2020	Closed	Large
International Union for the Conservation of Nature (IUCN)	Regional	International	International	Assessing the risk of extinction of plants and updating Key Biodiversity Areas in the Tropical Andes	\$249,955.00	TAII-SD5	1	Niel Cox	Neil.Cox@iucn.org	7/1/2017	9/30/2020	Active	Large
Soluciones Ambientales BYOS Cía. Ltda	Regional	Local	Consulting Firm	Fortalecimiento de Capacidades Donatarios CEPF AT	\$49,731.00	TAII-SD6	1	Jaime Cevallos	jaime.cevallos@gmail.com Cel.: +593018 3171	5/15/2020	11/30/2020	Active	Small
Wildlife Conservation Society	Regional	International	International	Building a Regional Strategy to Integrate Environmental and Social Safeguards into Mining Practices in the Tropical Andes Hotspot	\$189,445.54	TAII-SD3	0	Oscar Loayza	oloayza@wcs.org	7/1/2019	10/31/2020	Active	Large