

EC Development Aid Programmes - External Monitoring Service  
LOT 4 – Latin America 2004/097-402

## Sector Report



# The Environment



**External Monitoring Exercise**  
**2005**

*This report, produced for the European Commission by the External Monitoring Service of EC Development Programmes in Latin America does not necessarily reflect the opinions of the European Commission and is the sole responsibility of its authors*

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### (ii) List of Environmental Projects

(i) **Abbreviations**

<b>AIDCO</b>	EuropAid Cooperation Office
<b>B/L</b>	Budget Line
<b>CEPAL</b>	Economic Commission for Latin America and the Caribbean
<b>CO2</b>	Carbon Dioxide
<b>EC</b>	European Commission
<b>EIA</b>	Environmental Impact Assessment
<b>FAO</b>	Food and Agriculture Organisation of the United Nations
<b>GHG</b>	Greenhouse Gas Emissions
<b>GO</b>	General Objective
<b>Gt</b>	Gigaton: a thousand million metric tons
<b>LF</b>	Logical Framework
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDG</b>	Millennium Development Goals
<b>MERCOSUR</b>	Common Market of the South
<b>NGO</b>	Non-Governmental Organisations
<b>ODS</b>	Ozone Depleting Substances
<b>OVI</b>	Objectively Verifiable Indicator
<b>PNUD</b>	United Nations Development Programme
<b>ROM</b>	Result-Oriented Monitoring
<b>SO</b>	Specific Objective
<b>WB</b>	World Bank

# 1. Objectives of the Environment Sector Report

This document has been produced by the External Monitoring Service for Latin America with the following objectives:

- To present the current context of the environment in Latin America;
- To present the overall conclusions of the 2005 monitoring exercise of projects financed under the Environment and Tropical Forests budget line;
- To highlight lessons learned and make recommendations by way of input for future programmes;
- To promote discussion of the factors that continue to limit the impact of EC cooperation in the sector.

## 2. Regional Environmental Context

Latin America is characterised by a great diversity of ecosystems, from north to south and from sea level to the altiplanos of the Andes. 23% of the world's forest area and 46% of its tropical forest are situated here – in fact, Brazil and Peru are among the ten countries with the largest forest area in the world (FAO, 2005).

The region's ecosystems are very rich in biodiversity – comprising some of the most unique ecosystems with the greatest biological wealth in the world, such as the Amazonian basin, the Central American forests, the Tropical Andes, the Cerrado, the Pantanal, the Gran Chaco and the Atlantic Forest, to cite but a few, home to 40% of the world's flora and fauna, in addition to water resources, fertile land, hydrocarbons and minerals.

The greater part of these ecosystems is subject to considerable anthropogenic pressures for very diverse reasons, ranging from the development of land for human settlements, forest exploitation and uncontrolled clearing of trees and bushes, to farming, stockbreeding, mining and drilling for oil, which result directly in the loss of habitats, overexploitation of species, the introduction of exotic species and diseases, contamination and climate change.

Tree felling for wood and the indiscriminate deforestation of wooded areas for sowing crops and stockbreeding is the major problem affecting the entire region. According to the FAO assessment of world forest resources, South America, together with Africa, saw the most extensive, net continuous loss of its forests between 1990 and 2005. This affects the life of the native species whose survival depends on these natural habitats which are diminishing on a daily basis, affecting their food supply and normal reproductive cycles. In addition, more frequent contact with human beings exposes these species to diseases to which they have no immunity. Hundreds of species whose usefulness and characteristics are not known, including species as yet unknown to science, are disappearing daily. The indiscriminate clearing of forests has other harmful effects reflected in the alteration of the hydrological cycle with the occurrence of sudden climatic changes, prolonged periods of drought followed by tropical rains and storms that cause destruction in populated as well as forest areas. Similarly, pollution caused by the indiscriminate use of chemical products associated with deforestation, farming and stockbreeding activities and mining in particular, results in the loss of aquatic ecosystems and habitats.

In turn, the disappearance and depletion of natural resources, in addition to contributing to increasing poverty among rural populations, has a direct effect on the migration of said

Latin America is home to 23% of the world's forest area, 46% of the tropical forest, and 40% of the world's flora and fauna

The region's natural resources are threatened by the anthropogenic pressure exerted by economic activities

The deterioration of the environment and poverty are closely related. 44% of Latin America's 520 million people are poor

population to urban areas, leading to the emergence of marginalized zones on the outskirts of very densely populated areas in various cities of the region. According to World Bank data, some 75% of the Latin American population is currently living in urban areas, and working in the industrial and service sector. This has a highly negative impact on the environment on account of the accumulation of solid waste, the lack of appropriate wastewater treatment and the indiscriminate use of wood as a fuel since it is impossible to access other more expensive but less polluting energy sources. This situation, together with the air pollution caused by urban industrialisation and the burning of fossil fuels in the main cities of the region, has a negative impact on people's quality of life as the waste is transported by the water, polluting the phreatic tables and therefore the aquifers. Combustion residues are also carried by the wind to rural areas; heavy metals residues have been found in wild species hundreds of kilometres from populated areas; while other cities are surrounded by mountain ranges that impede the rapid decongestion of the air, thus leading to very high levels of atmospheric pollution. The contribution of Latin America to the release of greenhouse gases (GHG) and ozone depleting substances (ODS) in the atmosphere continues to grow, although it is small by comparison with industrialised countries (1.2 Gt or 5.3% of all CO<sub>2</sub> emissions from fossil fuels in 1999, compared with 5.6 Gt or 24.1% by the United States, or 2.6 tons per capita, compared with 11.2 tons per capita in industrialised countries). It nonetheless remains one of the most vulnerable regions in the world to the effects of global warming and the depletion of the ozone layer.

In addition to the effects of anthropogenic pressure is the fact that the Latin American region is one of the most affected by natural disasters in the world. Earthquakes, landslides, volcanic eruptions and hurricanes are frequent, causing extensive loss of human life and property. The climatic variability, which takes the form of droughts, floods and strong winds, is increased, over and above the aforementioned reasons, by the recurrent phenomenon known as "El Niño".

The development model adopted by the countries in the region appears to be the underlying cause of the environmental degradation suffered by the region, a model that is based on the unsustainable exploitation of natural resources to satisfy high levels of consumption and access to consumer goods by the global population, which is constantly becoming greater and more demanding. The sustainable use of natural resources and potential contribution of the natural heritage to development has traditionally been ignored by successive governments; according to data from the Economic Committee for Latin America and the Caribbean (CEPAL), the region today allocates less than 0.1% of its gross domestic product to investment in environmental protection. The same is also true of the majority of the population, with the exception of the indigenous populations, many of which are in fact currently facing the same threat as the natural ecosystems, and, to a certain extent, rural populations. This has exacerbated the unequal distribution of wealth obtained from the exploitation of natural resources with a minority of the population benefiting while the majority live in poverty, idle and rootless: 44% of a total population of 520 million inhabitants are living in poverty and 19.4% are destitute (CEPAL, Panorama Social 2004).

In this context, and in the framework of the Millennium Development Goals, in particular the accomplishment of Objective N° 7: to "ensure environmental sustainability", the panorama does not seem encouraging, as the most recent indicators confirm serious environmental deterioration in the region with apparently little probability of attaining goals that would reverse this deterioration, according to the specialised UN organisations (CEPAL, UNDP, 2005).

The fulfilment indicators of MDG No. 7 confirm the important deterioration of the environment with apparently few possibilities of being able to reverse it.

In spite of the depressing scenario, it is important to emphasise the potential of the region given the wealth of its natural resources: the expanse of land that is currently subject to some degree of protection and management is sizeable, 25% of the world's protected surface area is located in Latin America, the highest percentage considering that the corresponding figure for North American is 18%; the great abundance of terrestrial and marine species with commercial value, the load capacity of Latin American ecosystems which, in general, are not overloaded, as is the case in most industrialised countries; in addition to the still relatively easy possibility of rehabilitating a large part of them. There are opportunities for improving energy efficiency, increasing the use of renewable sources of energy, and participating in the greenhouse gas emissions reduction market. In the case of the latter, it is estimated that the region's participation in the production of carbon emissions reduction certificates could cover 10% of European demand and could mean a conservatively estimated income of some US \$ 2,200 million (CEPAL, 2005). The countries in the region have signed and ratified the main international environmental conventions, in particular the Convention for Biological Diversity and its Biosafety Protocol, the Framework Convention on Climatic Change and its Kyoto Protocol, the Convention to Combat Desertification, the Montreal Protocol on Substances that Deplete the Ozone Layer (known as Ozone Layer Protection), the Ramsar Convention on Wetlands and the Convention on International Trade in Endangered Species of Wild Fauna (CITES). In the context of these agreements, the countries have drawn up or are in the process of drawing up and implementing national strategies and plans of action. Similarly, the environmental information systems in the regions are being strengthened through such mechanisms as the Clearing House of the Convention on Biological Diversity and the Inter-American Biodiversity Information Network, to name but a few examples. Efforts to incorporate natural resources the National Accounts, which have made impressive progress in certain countries are also worthy of note:

In this context, the main challenges for the region are:

- Sustainable management of natural resources;
- Urban environmental management that takes into account all aspects of urban development (energy, transport, industry, pollution, waste, etc.);
- Reduction of the vulnerability of rural and urban populations to natural disasters;
- The creation of institutional capacities and strategic alliances on various levels (governments, civil society, the private sector, etc.) for the management of sustainable development.

**In spite of the depressing scenario, Latin America has considerable development potential based on its natural resources**

**The challenges facing the region are: the sustainable management of natural resources, urban environmental management, the reduction of vulnerability to natural disasters and the creation of capacities**

### 3. Legal, Political and Financial Framework of European Environmental Cooperation

The European Union's policy on cooperation with Latin America is based on Article 177 of the Treaty Establishing the European Community. This article stipulates that Community policy on cooperation for development must promote the sustained economic and social impetus for developing countries and, in particular, the most disadvantaged countries, the harmonious and gradual integration of developing countries into the world economy, and the fight against poverty in developing countries. Furthermore, it must address the general objective of promoting and consolidating democracy and the rule of law, as well as respect for human rights and fundamental freedoms.

In November 2000, the Council and the Commission adopted a Development Policy which defines the fight against poverty as the fundamental objective of EC cooperation and identifies six main areas for cooperation: trade and development; regional integration and development; macroeconomic and social sector reform programmes; transport, food security and sustainable rural development; and institutional strengthening and good governance. The policy identifies the environment as a cross-sectional theme that must be integrated in all the main sectors with a view to achieving the objective of reducing poverty and promoting sustainable development.

In 2001, the EC adopted a strategy to integrate the environment into its cooperation actions. The strategy highlights the need to support environmental initiatives and to integrate environmental issues into all cooperation programmes and instruments at various levels: at a political level through the integration of environmental issues in priority areas of cooperation, at the programming level through the integration of environmental issues in political dialogue and in regional and national strategies; at project level and institutional level through complementarity with donors, with Member States and civil society. The conclusions of the Council approving the strategy emphasised the incorporation of environmental issues, especially in national strategies and indicative programmes, in structural adjustment programmes and sector support programmes. Particular emphasis was also given to strengthening the institutional capacity of countries to facilitate their participation in multilateral environmental forums and to implement international environmental agreements and conventions (Biodiversity, Climatic Change, Desertification, Waste and Chemicals).

Recognition of the importance of integrating the environmental dimension is reflected in relations between the EC and Latin America and permeates policies, programmes and projects. The EC maintains a permanent political and cooperative dialogue with Latin America both in relation to groups of countries and bilaterally with each country in the region. Among the various interests of the parties, this dialogue includes the integration of the environmental dimension in the countries' developmental process. The respective declarations have been included on the one hand at regional level in the signing of a series of agreements (with MERCOSUR, the Framework Cooperation Agreement of 1996; with Central America, a Framework Cooperation Agreement in 1996; and subsequently, a new Political and Cooperation Dialogue Agreement in 2003; with the Andean Community of Nations, a Political and Cooperation Agreement in 2003; and with Mexico and Chile, bilateral Association Agreements in 1997 and 2002, respectively); and on the other at bilateral level, in cooperation agreements signed with the countries of the region.

The EC has developed cooperation policies, programmes, strategies and instruments to help beneficiary countries progress in the fulfilment of their sustainable development commitments.

From the perspective of cooperation programming, the EC has signed sub-regional and national Memoranda of Understanding, each of which establishes intervention priorities for the environment to a greater or lesser degree. The overall programming of these Memoranda of Understanding has translated into a cooperation strategy for the period 2002-2006 at a more detailed level, in particular the Regional Strategy for Latin America, the Subregional Strategies (MERCOSUR, Andean Community of Nations and Central America), the National Strategies and their respective indicative programmes.

One of the main instruments for incorporating the environmental dimension is the budget line currently called "The Environment and Tropical Forests."

By the 1980s, a budget line called "The Environment in Developing Countries" had been created, originally to support actions to combat desertification, but which subsequently expanded to cover actions related to ecology. In the 1990s, separate budget lines were established on the initiative of the European Parliament, geared to environmental action and action related to forests. Thus, the budget line known as "Tropical Forests" (B7-6201) was created in 1991 to contribute to preserving tropical forests, whilst the budget line "The Environment in Developing Countries" (B7-6200) was created in 1992 to implement pilot schemes and strategic studies that would contribute to sustainable development. Specific regulations for these budget lines were approved in 1995 for Line B7-6201 (Council Regulation 3062/95 of 22 December 1995) and in 1997 for Line B7-6200 (EC Regulation No. 722/97 of 24 April 1997).

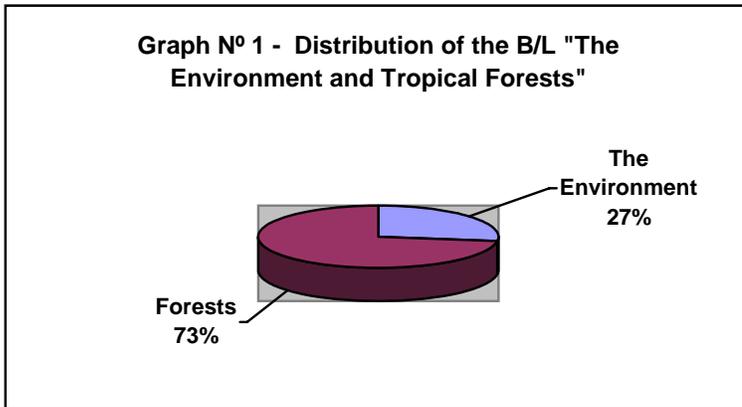
Both regulations expired in 1999 and were replaced by the regulations currently in force on the matter: on the one hand, European Parliament and Council Regulation 2493/2000 on measures to promote the full integration of the environmental dimension into the developmental process in developing countries, which is geared to promoting measures taken in developing countries concerning the environment and contributing to the integration of environmental concerns in all Community development cooperation programmes; and on the other, European Parliament and Council Regulation No. 2494/2000 on measures to promote the conservation and sustainable management of tropical forests and other forests in developing countries.

With the entry into force of these regulations in 2001, budget lines B7-6200 and B-6201 were merged into a single line, B7-6200 "The Environment and Tropical Forests," and since 2004, the respective code has been 21 02 05.

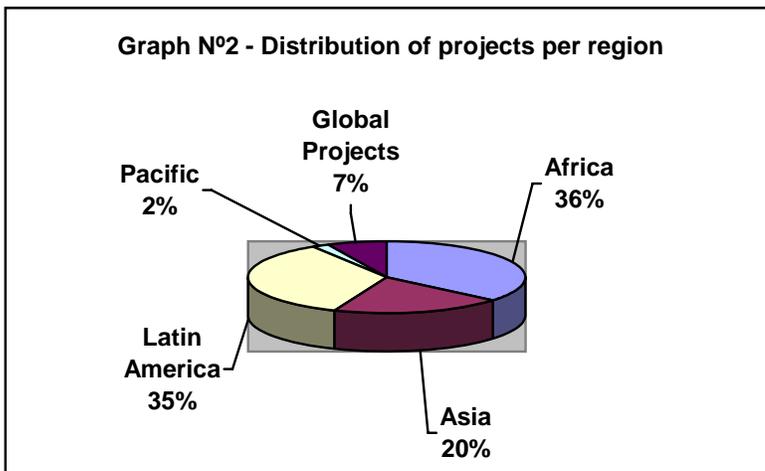
This budget heading was designed by the EC as an instrument to support innovative pilot schemes and strategic studies addressing problems that affect forests and negative environmental trends thereby contributing to meeting the overall objective of cooperation policy for the reduction of poverty. It is the aim of the EC that this budget line should play a complementary role to the main financial instruments of cooperation for the development in progress in the various regions which, in the specific case of Latin America, include financial, technical and economic cooperation; as well as supporting the implementation of international environmental conventions in developing countries and the fulfilment of commitments undertaken by the EC under these conventions.

To this end, the EC has allocated a maximum budget of €342 million to fund activities under the two Regulations for the period that they remain in force (2000-2006). This amount is distributed as follows; €93 million for the environment; and €249 million for forests.

**The main financial instrument is the B/L "The Environment and Tropical Forests," with an allocation of €342 million for the period 2000-2006**



The geographic distribution of actions financed under this budget line is as follows: Africa: 36%; Asia: 20%; Latin America: 35%; whilst the Pacific Region and global projects account for 2% and 7%, respectively (Midterm Evaluation, 2004)



The main challenge for EC cooperation is to support Latin America in implementing real sustainable development policies

In 2004, the EC commissioned an external midterm evaluation of Regulations 2493/2000 and 2494/2000. The results of this evaluation show that progress has been made since the previous evaluation in 1998, chiefly in terms of the quality of project proposals and their execution, whilst recommending improvements in monitoring and evaluation, efficiency in the tendering process and the increase of synergies with projects financed in the framework of other cooperation instruments.

The main challenge for EC cooperation is to use this cooperation instrument more effectively to support Latin America in the implementation of real policies for sustainable development in order to address the region's environmental challenges and to fulfil the commitments undertaken in respect of the Millennium Development Goals and international conventions.

## 4. Representativity of the 2005 Monitoring Exercise

Within the framework of the 2005 monitoring exercise, a total of 18 projects are included in the sample of monitored projects under the budget line “The Environment and Tropical Forests” (21 02 05), representing 10% of the total sample of projects monitored.

Most of the projects monitored are national projects. In particular, projects under way in Argentina (2), Bolivia (1), Brazil (3), Costa Rica (1), Chile (1), Ecuador (2), Nicaragua (1), Peru (2), Uruguay (1) y Venezuela (1), whereas projects carried out in Colombia (1) and Guatemala (1) include areas of intervention, each of which addresses 3 countries (Colombia, Panama and Ecuador in the first case, and Guatemala, Honduras and Belize in the second), in addition to a regional project that addresses all Central American countries.

The financial volume of the portfolio of projects monitored amounts to €45,262,567, which corresponds to the EC’s contribution to those projects.

Within the framework of the budget line, a total of 6 projects fall under the Environment Programme for developing countries, with a total approved budget of €5,814,585, whilst 10 projects fall under the Programme for Tropical Forests and other forests of developing countries, with a total approved budget of €18,347,982. The two remaining projects were approved prior to the entry into force of Regulations Nos 2493 and 2494, and have a total budget of €21,100,000.

Monitoring for 2005 included 18 projects under B/L “The Environment and Tropical Forests” (just over 10% of the total sample) with a financial volume of €45.3 million

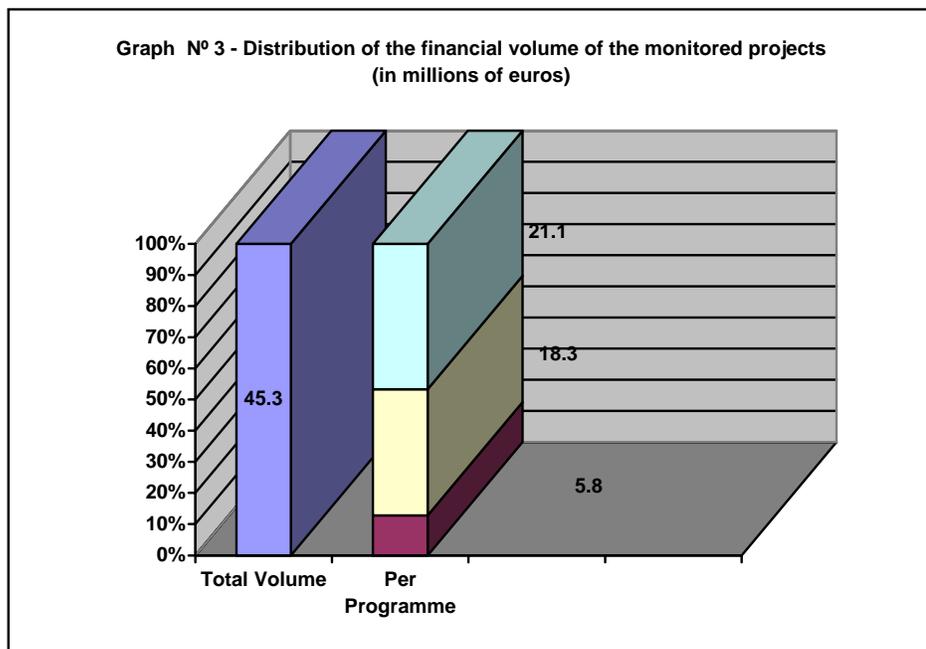


Table No. 1 below shows the list of projects monitored and their basic data.

Table N° 1 – Projects Monitored in 2005

Country	Project No.	Title	Amount (€)
Argentina	2003/063-645	Preservation and management of the natural resources of the interfluvial region of Teuco-Bermejito under the sustainable regional development plan /Chaco	1,175,021
Argentina	2001/059-120	Climatic changes and carbon sinks: territorial and environmental research, observation and monitoring centre (CIOMTA)	997,447
Bolivia	2001/059-128	Reforestation, conservation and sustainable management of natural resources in the Lope Mendoza region	963,641
Brazil	1995/054-357	Natural Resources Policy Project (PPG7)	16,700,000
Brazil	0000/076-557	Ecological Corridors, Brazil	7,000,000
Brazil	2002/068-851	Sustainable Development of the Cuiaba-Santarem Economic Corridor in Central Amazonia: reconciling economic growth and large-scale forest conservation	1,497,295
Colombia	2003/068-352	Conservation and sustainable development in the Chocó Biogeographic Region: Building Capacities for livelihood improvement and environmental sustainability	2,115,120
Costa Rica	1996/063-034	Forest conservation and sustainable development in the buffer zones of the North Atlantic in Costa Rica	4,400,000
Chile	2003/062-355	Rio H – Civil agenda against poverty and desertification	845,071
Ecuador	2001/059-124	Coordinated management for control of desertification and the regeneration of dry forests in Zapotillo and Macara	1,763,086
Ecuador	2003/059-324	Participatory development of a replicable model for bamboo-based development in the Andean countries	1,000,000
Guatemala	2001/059-121	Protection and regional management of coastal resources in the Gulf of Honduras (GOH)	1,120,415
Nicaragua	2001/059-145	Coffee: an example of responsible production and consumption	1,221,620
Peru	2001/059-133	Strengthening of local capacities for sustainable and cost-effective forest management in the Loreto- Focal Bosques region	1,382,117
Peru	2001/059-127	Strengthening of local capacities for sustainable and cost-effective forest management in the Madre de Dios region	799,888
Uruguay	2001/059-118	Incorporation of the environmental dimension in the management of Uruguayan cooperative organisations	768,000
Venezuela	2001/059-141	PITTIER, Park, Man and Cacao	651,814
Central America	2002/004-241	Integration of civil society in the co-administration of protected areas (Comanejo) and management of environmental conflicts in Central America	862,032

The implementation procedures and the counterparts of the projects monitored are diverse. A total of 15 projects are implemented by NGOs under subsidy contracts; 6 of these projects are implemented by associations between European and local NGOs; 7 are implemented by local NGOs, whilst 2 projects are implemented by international NGOs. On the other hand, 1 project is implemented under an Administrative Agreement by and between the EC and a multilateral organisation (the World Bank), with the WB administering the EC resources as a trust fund, and the local counterpart is a governmental institution; and finally, 2 projects are implemented under Financing Agreements (the latter correspond to projects approved prior to the entry into force of the respective Regulations), whose counterparts are, in one case, again the World Bank (under the same procedure already mentioned), and in the second case, a governmental institution (the Costa Rican Ministry of Energy and the Environment). Table No. 2 shows the implementation procedures and the counterparts for each project.

In the context of financing priorities established by the budget line "The Environment and Tropical Forests" in the various invitations to tender through which projects monitored in 2005 were approved, the latter cover a considerable range of areas:

- Forest policy and development
- Environmental protection
- Environmental research
- Biodiversity
- Environmental policy
- Environmental management
- General protection of the environment
- Agrarian development
- Fishery resources

The principal beneficiaries of most of the projects monitored (16) are rural populations living in poverty including, in certain cases, indigenous populations and Afro-descendant populations, in ecosystems under threat from anthropogenic pressure. Of these, 6 projects include public sector institutions among their beneficiaries. The direct beneficiaries of the two remaining projects are public sector institutions (the sub-programme of policies on natural resources in Brazil, and the CIOMTA project in Argentina).

15 projects are implemented by NGOs; 2 projects under the form of fiduciary funds administered by the World Bank with governmental counterparts, and 1 by a governmental entity

16 projects have populations living in poverty as their direct beneficiaries; 2 projects have governmental entities as their direct beneficiaries.

Table N° 2 – Project Implementation Procedures and Counterparts

B/L	Project	Procedure
The Environment	Climatic changes and carbon sinks: territorial and environmental research, observation and monitoring centre (CIOMTA)	EU/local NGO
	Protection and regional management of coastal resources in the Gulf of Honduras (GOH)	EU/local NGO
	Coffee: an example of responsible production and consumption	Local NGO
	Incorporation of the environmental dimension in the management of Uruguayan cooperative organisations	Local NGO
	Río H – Civil agenda against poverty and desertification	Local NGO
	Integration of civil society in the co-administration of protected areas (Comanejo) and management of environmental conflicts in Central America	International NGO
	Preservation and management of the natural resources of the interfluvial region of Teuco-Bermejito under the sustainable regional development plan /Chaco	EU/local NGO
Tropical Forests	Reforestation, conservation and sustainable management of natural resources in the Lope Mendoza region	Local NGO
	Ecological Corridors, Brazil	Administrative Agreement (BM/Gob)
	Sustainable Development of the Cuiaba-Santarem Economic Corridor in Central Amazonia: reconciling economic growth and large-scale forest conservation	Local NGO
	Conservation and sustainable development in the Chocó Biogeographic Region: Building Capacities for livelihood improvement and environmental sustainability	International NGO
	Coordinated management for controlling desertification and the regeneration of dry forests in Zapotillo and Macara	EU/local NGO
	Participatory development of a replicable model for bamboo-based development in the Andean countries	Local NGO
	Strengthening of local capacities for sustainable and cost-effective forest management in the Loreto- Focal Bosques region	Local NGO
Other	Strengthening of local capacities for sustainable and cost-effective forest management in the Madre de Dios region	EU/local NGO
	PITTIER, Park, Man and Cacao	Local NGO
	Natural Resources Policy Project (PPG7)	Financing Agreement (BM/Gob)
	Forest conservation and sustainable development in the buffer zones of the North Atlantic in Costa Rica	Financing Agreement (BM/Gob)

## 5. General Conclusions of the 2005 Monitoring Exercise

### 5.1 General Results

The external monitoring carried out in 2005 included a total of 18 projects financed under the budget line "The Environment and Tropical Forests" in the sample. These were monitored according to the ROM methodology. 17 of the total projects mentioned were awarded scores for each of the parameters monitored, whereas 1 project (Integration of civil society into the co-administration of protected areas (Co-management), and management of environmental conflicts in Central America) was not rated because the external monitoring was carried out only at project coordination level, whereas the project itself, owing to its regional character, covers 7 countries with very different situations in terms of progress and dynamics in each, which explains why monitoring could not be considered representative for the regional programme as a whole and therefore only the corresponding "Monitoring Note" was drawn up.

17 projects were awarded points; 1 project was not awarded points; a "Monitoring Note" was drawn up instead.

Tables No. 4 and No. 5 show the results of the external monitoring of the 17 projects which were awarded scores, in accordance with the ROM methodology. The results were positive overall, considering that of a total of 85 scores (17 projects were awarded scores for 5 parameters), 62 or 73% obtained an "a" or "b" whilst 27% obtained a "c" or "d".

**Table N° 4 – Summary of the Marks per Monitoring Parameter**

	QoD	Efficiency	Effectiveness	Imp	Sust
a	1	-	1	2	-
b	12	10	13	13	10
c	4	6	3	2	7
d	-	1	-	-	-
Total	17	17	17	17	17

Positive results: 73% obtained "a" and "b", compared with 27% "c" and "d"

The distribution of the scores per monitoring parameter (Table No. 4) once again shows that the results are positive. It is worth stressing that the positive ratings ("a" and "b") are concentrated in the parameters "Quality of Design," for which 13 projects obtained good scores, Effectiveness, with 14 projects, and Impact, with 15 projects. The differences correspond to projects that obtained a "c" (4 in Quality of Design, 3 in Effectiveness and 2 in Impact). In the case of Quality of Design, these ratings were due chiefly to problems with the formulation of the Logical Framework, whereas in the case of Effectiveness, they are due to the fact that the projects are not succeeding in getting the benefits to the intended groups as planned, and finally, as regards sustainability, problems occur principally with

economic sustainability, and, in particular, projects whose implementation is related more directly with governmental institutions.

The parameters Efficiency and Sustainability are the most problematic. In the case of Efficiency, 10 projects obtained a "b" rating, 6 projects "c" and 1 project "d", which shows a more equitable distribution of the scores compared with the parameters mentioned previously, where most were positive. Efficiency problems are primarily related to delays in the schedule of the activities for various reasons with the result that the expected results are achieved only partially, or run the risk of not being achieved, as in the case of the project that obtained the only "d." In the case of Sustainability, the same situation occurred as for Efficiency, where 10 projects obtained a "b" and 7 a "c."

The parameters Quality of Design, Effectiveness and Impact scored highest.

Most of the problems occurred in Efficiency and Sustainability.

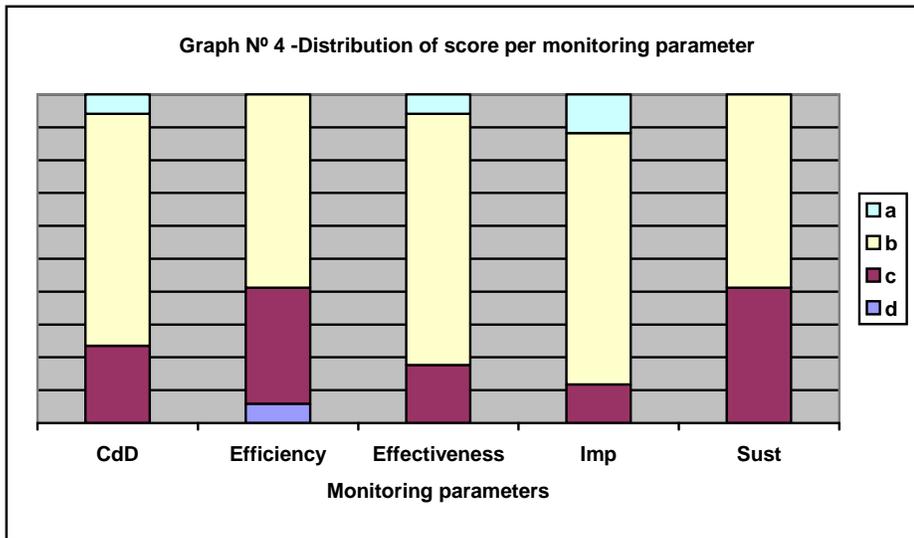
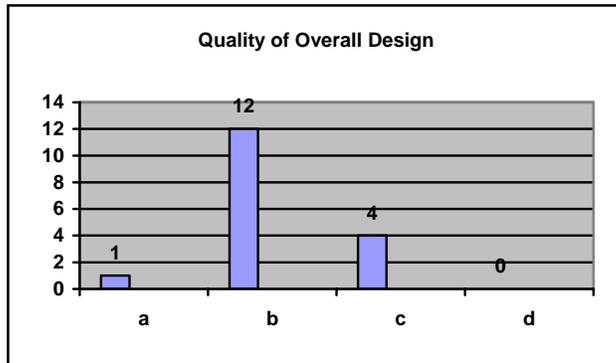


Table No. 5 –External Monitoring Results 2005

Project No.	Title	CoD	Efficiency	Effectiv.	Imp	Sust
2003/063-645	Preservation and management of the natural resources of the interfluvial region of Teuco-Bermejito under the sustainable regional development plan /Chaco	c	B	B	b	c
2001/059-120	Climatic changes and carbon sinks: territorial and environmental research, observation and monitoring centre (CIOMTA)	b	b	C	b	b
2001/059-128	Reforestation, conservation and sustainable management of natural resources in the Lope Mendoza region	c	b	b	b	b
1995/054-357	Natural Resources Policy Project (PPG7)	b	c	b	b	c
0000/076-557	Ecological Corridors, Brazil	b	d	b	b	c
2002/068-851	Sustainable Development of the Cuiaba-Santarem Economic Corridor in Central Amazonia: reconciling economic growth and large-scale forest conservation	b	b	a	b	b
2003/068-352	Conservation and sustainable development in the Chocó Biogeographic Region: Building Capacities for livelihood improvement and environmental sustainability	b	b	b	a	b
1996/063-034	Forest conservation and sustainable development in the buffer zones of the North Atlantic in Costa Rica	b	c	b	b	b
2003/062-355	Río H – Civil agenda against poverty and desertification	c	b	b	b	c
2001/059-124	Coordinated management for controlling desertification and the regeneration of dry forests in Zapotillo and Macara	b	b	b	b	c
2003/059-324	Participatory development of a replicable model for bamboo-based development in the Andean countries	b	b	b	a	b
2001/059-121	Protection and regional management of coastal resources in the Gulf of Honduras (GOH)	b	c	c	b	b
2001/059-145	Coffee: an example of responsible production and consumption	b	c	b	b	b
2001/059-133	Strengthening of local capacities for sustainable and cost-effective forest management in the Loreto- Focal Bosques region	a	c	b	b	b
2001/059-127	Strengthening of local capacities for sustainable and cost-effective forest management in the Madre de Dios region	b	b	b	c	c
2001/059-118	Incorporation of the environmental dimension in the management of Uruguayan cooperative organisations	b	c	c	c	b
2001/059-141	PITTIER, Park, Man and Cacao	c	b	b	b	c
2002/004-241	Integration of civil society in the co-administration of protected areas (Comanejo) and management of environmental conflicts in Central America			- - Monitoring Note - -		

## 5.2 Quality of Overall Design

The overall assessment is positive as most of the projects (13 out of a total of 17) monitored and rated, i.e. 76%, obtained an "a" or a "b" (1 "a" and 12 "b's") in this parameter. The remaining projects (24%) were given a "c."



Quality of Design with positive rating: 76% of the projects obtained "a" and "b".

### Relevant projects

All the projects monitored are relevant and were designed to address the problem of pressure exerted by anthropogenic activities on the environment in the respective intervention areas by combining action to protect the environment and natural resources with productive development with a view to achieving sustainable development in the intervention areas and for the beneficiaries, in general, people living in poverty.

It is important to stress that several of the projects monitored concern ecosystems considered to be of global importance because of their particular characteristics and the extent to which they are threatened. They are on various lists that international organisations draw up in this regard, such as the "Hotspots" of Conservation International and the "Global 200 Ecoregions" of the World Wide Fund, both world references in the matter.

Thus, the project *Conservation and sustainable development in the Chocó Biogeographic Region: Building Capacities for livelihood improvement and environmental sustainability* (Colombia) is concerned with the ecological region of Chocó-Darien<sup>1</sup>. The following projects are being implemented in Central America<sup>2</sup>: *Integration of civil society in the co-administration of protected areas (Comanejo) and management of environmental conflicts in Central America* (regional), *Forest conservation and sustainable development in the buffer zones of the North Atlantic in Costa Rica* and *Coffee: an example of responsible production and consumption* (Nicaragua); in the Amazonian basin<sup>3</sup> the projects: *Policies on natural resources; Ecological resources and sustainable development of the Cuiaba-Santarem economic corridor in Central Amazonia: reconciling economic growth and the conservation of forests on a large scale* (Brazil), *Strengthening of local capacities for sustainable and cost-effective forest management in the Madre de Dios region*, and *Strengthening of local*

The projects are relevant and support ecosystems of global, regional and local importance through conservation and local development.

<sup>1</sup> Chocó-Darien is an ecological region characterised by its high level of endemism. It is home to 11,000 species of plants (25% of which endemic), 285 species of mammals, and 890 species of birds, 327 species of reptiles, 203 amphibians and 231 species of fresh water fish.

<sup>2</sup> The Central American region contains one of the world's main ecosystems in terms of its surface area and biodiversity, with 17,000 species of plants, 440 species of mammals, 1,113 species of birds, 692 species of reptiles, 555 species of amphibians, and 509 species of fresh water fish.

<sup>3</sup> The Amazonian basin, well known as one of the world's "lungs", comprises the area of influence of the Amazon River, the world's second largest river, with 20% of planet's fresh water; it is the largest fluvial ecosystem of South America and contains the largest quantity of fresh water fish species in the world (estimated at 3,000).

*capacities for sustainable and cost-effective forest management in the Loreto- Focal Bosques region (Peru).*

The aforementioned projects are notable because the intervention areas are located in ecosystems of global importance; notwithstanding the fact, that the other projects monitored in this exercise were also designed to contribute to the protection of ecosystems of regional and local importance.

All the projects monitored aim to address the pressures and threats on ecosystems situated in geographic areas in which people are living in poverty such as the ecological region of Chocó-Darien, where an estimated 60% of the population live in absolute poverty, to mention but one example. The relevance of projects, it must be stressed, is high and the context, problems and beneficiaries suitably identified. Populations living in poverty in rural areas are the direct beneficiaries of 16 of the 18 projects monitored. Within this group, 5 projects now include governmental institutions in their list of beneficiaries. The two remaining projects have only governmental institutions as their direct beneficiaries.

### **Intervention strategies**

The correct identification of the problem and of the beneficiaries is generally backed by an institutional presence of long standing in the intervention areas, especially in the case of NGOs (the majority). Conspicuous examples are the projects monitored in Bolivia and Colombia, where the implementing institutions have 20 and 16 years' experience, respectively, in the intervention areas.

The projects' intervention strategies comprise the aforementioned integration of conservation and socio-economic development action, and are generally strong in technical aspects. However, at the same time, there is a clear overall weakness as regards the strengthening of social capital, which is reflected in the absence in the internal logic and LF of explicit results and OVIs relating to the strengthening and transfer of skills to the target groups. In this respect, the projects do not prepare exit strategies to ensure that when the project comes to an end, the target groups are sufficiently strengthened and empowered to maintain the benefits produced by the project.

Neither do they comprise gender strategies as part of the overall intervention strategy that address the strategic and practical needs of women in the target groups; nor risk management strategies, identifying possible solutions and action to deal with risks that materialise during the implementation of projects.

A less common problem, yet one that has occurred in certain projects, is a lack of consistency between the scope and the duration of projects resulting in objectives that turn out to be too ambitious for the short periods of time allowed and which can therefore not be achieved.

The deterioration of the environment has nearly always been connected to the developmental policies of the countries, and although projects seem to be set in sector policies as regards the respective project documents, the methods and mechanisms for affecting policies that contribute to the deterioration of the environment are, in general, not made sufficiently explicit or specific in the reasoning underpinning the interventions. This situation is directly linked to the limited capacity of the design, as regards explicit approaches and strategies to empower and transfer skills to the target groups, to have an impact on policies. Among the projects monitored in which the connection with, and effect on, sector policies is clearer and more relevant are the two projects in Peru, which were designed for direct implementation of the new Peruvian Forest Act, the *Sub-programme of*

**The intervention strategies are appropriate, but emphasize technical aspects; strengthening the beneficiaries has less weight**

**Exit strategies, gender, and political incidence and risk management are generally not included in the design and weaken the intervention strategy**

*Policies on Natural Resources* (Brazil) and the projects monitored in Chile and Colombia. Similarly, the insertion of projects in, and possible contribution to, plans and strategies that countries are required to prepare do not seem to have been taken sufficiently into account in the designs. International environmental conventions such as the National Strategies and Action Plans for the Conservation of Biodiversity, and National Plans to Combat Desertification (where these exist) are two examples. The exception is the project *Río Hurtado – Civil agenda against poverty and desertification; empowering people for environmental protection*, which aims specifically to incorporate a participatory model into the national plan and action programmes to combat desertification in Chile. Neither are political impact strategies taken into account when the projects are designed.

### **Logical Framework**

The aforementioned strengths and weaknesses of the various intervention strategies can be verified in the respective LF matrices. The LF matrices of the projects monitored generally reveal shortcomings at various levels, mainly relating to the planning hierarchy (internal logic – general objective – specific objective – results – activities) and OVIs.

A commonly detected problem is the lack of compliance with the requirements of the methodology for formulating the LF matrix, for example, establishing more than one Specific Objective. If there is no single S.O. that really answers the question “what is the concrete product that the project will achieve?”, confusion often ensues as to the overall purpose of the initiative. In addition, various S.O. or sometimes all, are actually results, or results are established that in effect are OVI.

The level of activities is well defined in general, although there have been a few cases of LFs where activities were not included. As a general rule, proper definition of activities makes it possible for projects to track them internally. This does not necessarily happen at higher levels and consequently projects may not have any kind of monitoring and evaluation system or not one that is compliant with the LF matrix.

The greatest weakness in the formulation of the LF is undoubtedly the definition of OVIs. This is directly related to insufficient diagnoses and baselines which do not exist, or if they do exist, they do not include sufficiently detailed and quantified information that can be translated to the LF in the form of OVIs. The indicators are frequently incomplete from the perspective of the definition of OVIs (quantity, quality, scope). There is a relatively good definition and formulation of OVIs at result level, but not at SO and GO levels.

The definition of the hypotheses and risks is highly variable: there are cases in which these have been well identified and described; others where there are serious shortcomings and even intermediate cases where identification and description is good at certain levels and insufficient in others.

Although EC formulation requirements stipulate that the option of project replication must be taken into account, the systematisation of experiences and their corresponding dissemination, are not necessarily incorporated in the LF (either as results, activities or indicators), and therefore, no means and proposals for the project either.

### **Adaptation of the designs**

The capacity of projects to adapt to changes in context that arise during implementation are not necessarily translated into the adaptation and adjustment of the original design throughout the life of the project. Although this is related to the aforementioned

The insertion of the projects, and their possible contribution to strategic plans that the countries are required to prepare as States, do not appear to have been taken sufficiently into account

There are shortcomings in the Logical Framework that do not comply with the requirements of the EC GCP manual.

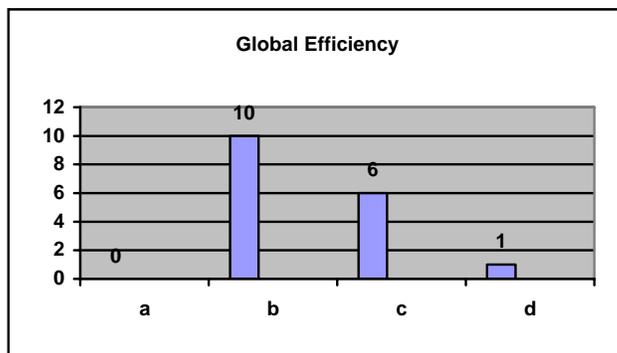
Proper definition of OVIs is generally lacking which weakens the M&E and affects the quality of the intervention

The adaptation of the designs to the implementation needs and changes of context is not common in the projects

shortcomings regarding the formulation of the LF, this situation has a lot to do with the generalised belief that the approved LF is inflexible and cannot be adjusted in addition to lack of knowledge on the part of some project officials regarding the degree of flexibility of the LF matrix and the limits within which the pertinent adjustments can be made. There are few cases of projects that have made corrections to their LF matrices during implementation or which have adapted them to bring them into line with changes and needs that may have surfaced during the life of the project. This situation is generally attributed by the projects to the rigidity of EC procedures on the matter. There have been cases where, in spite of having made the pertinent adjustments to the LF matrices, they were not presented to the EC. One of the projects mentioned the fear of delays in the approval process as the reason.

### 5.3 Overall Efficiency

The Efficiency parameter shows a relatively equal distribution of ratings, whereby of the 17 projects that were assessed, 10 were given a "b," i.e. 59%, while 7 projects, or 41%, were given a "c" or a "d" (of these 7 projects, 6 were given a "c" and 1 was given a "d"). In comparison with the distribution of marks for the other parameters, it is worth mentioning that this is the parameter with the greatest number of problems.



59% of the projects obtained a "b". 41%, "c" or "d." This is the only parameter in which there was a "d" rating.

#### *Implementation procedure and counterparts*

Projects with a "b" in Efficiency are those implemented by NGOs (associations of European and local NGOs, local NGOs and international NGOs) and the monitoring reports concur in pointing to a series of common characteristics that contribute to more efficient implementation:

- Institutional presence in the intervention area and confidence of the target groups resulting from many years of activity;
- Decentralised and direct intervention with the target groups: decision-making is usually carried out in the field with the participation of all the parties;
- Punctuality in the reception and proper management of disbursements.

NGO projects that were given a "c" (4 in all) all had management problems, although each had its own internal problems so no generalisation can be made (administrative shortcomings, problems in relations with the beneficiary organisations and/or between implementing partners and in one case lack of experience in environmental matters) that affected their efficiency.

Projects implemented by NGOs were in general more efficient than those implemented by governmental entities.

In the case of the *project on marine resources* in Guatemala, the rather unclear distribution of roles and responsibilities among the implementing processes and the lack of tracking of the main implementing entity resulted in the uneven implementation of activities and varying results. The problems encountered by the project in Nicaragua had to do with serious delays in disbursements owing to communication problems between the EC and the implementing entity which coincided with decentralisation; in the case of the *Focus on Forests* project (Peru), problems were due to administrative shortcomings on the part of the implementing entity and beneficiary organisations which caused delays in the advancement of the activities. Finally, there is case of the *CUDECOOP* project in Uruguay, in which the lack of experience on the part of the implementing entity meant that the project turned out to be too extensive to be implemented properly.

The projects implemented by governmental institutions are generally less efficient and suffer from the same problems that usually affect bilateral cooperation projects. All 3 of this type of project obtained "c" and "d" ratings. The *Sub-programme of policies on natural resources* (Brazil) went through a period during which activities were suspended owing to elections and charges of corruption for misuse of project funds and the insufficient appropriation by the many governmental entities involved hindered progress in achieving results. The *co-management project* (Costa Rica) was also suspended due to scant focusing and quality of investment and is currently being reoriented. The only case that obtained a "d" was the project *"Ecological Corridors"* project (Brazil) – also under governmental implementation – which encountered a serious delay due to the lack of resources in 2004 as they had not been included in the budget of the implementing governmental institutions, the long periods of time it took to approve the work plans for the implementation of the project, and the financial and decision-making dependence of local implementing units situated in the project's beneficiary states on the central unit at Federal level.

### **Schedules, terms and budgetary implementation**

A common weakness shared by projects is the delay – to a greater or lesser degree – in completing the schedule of planned activities and consequently in executing the budget, which does not occur with the lifetime of projects which keep advancing towards their respective deadlines. Projects that obtained a "b" in efficiency were in general more advanced in terms of their budgetary implementation, albeit with a certain degree of heterogeneity. The most representative cases are the *Lope Mendoza* project (Bolivia) with a 60% implementation of the budget and 60% of the term covered, and the project on *Conservation and sustainable development in the biogeographic region of Chocó* (Colombia) with 33% of the budget implemented having covered 33% of the duration. The situation changes in projects that were given a "c," in which significant differences were observed, as is the case of the *Co-management project* in Costa Rica, with 70% of the term covered and 48% of the budget implemented, and the *CUDECOOP* project in Uruguay with 80% of the term covered, and 52% of the budget implemented.

### **Quality of Results – Monitoring and Evaluation**

Two aspects that affect the quality of the results stand out. On the one hand, positive progress made in technical, productive and conservationist activities not supported by the appropriate empowerment of the beneficiaries, as it was not foreseen in the design, so the means and resources necessary were not made available; and, on the other, weaknesses in the formulation of the Logical Framework, in particular with reference to OVI, when they are insufficient, unclear, or incorrectly defined, as they affect the quality of the expected results. Monitoring revealed at least 3 specific cases in which the assessment of the results

Keeping to schedule and budget contributes to greater project efficiency

Deficiencies in OVI and in M&E systems affect the quality of the results

achieved was made difficult by this shortcoming (the *Bamboo Project* in Ecuador, the *Focus on Forests Project* in Peru, and the *Coffee project* in Nicaragua).

In general, projects do not have M&E systems based on the Logical Framework, and projects which do perform internal monitoring do so mainly on the basis of activities (not on the level of results and objectives). Here again, the LF formulation weaknesses constitute an obstacle for the development of a M&E system that permits the monitoring and measurement of OVI.

**Administrative-financial management of EC Projects**

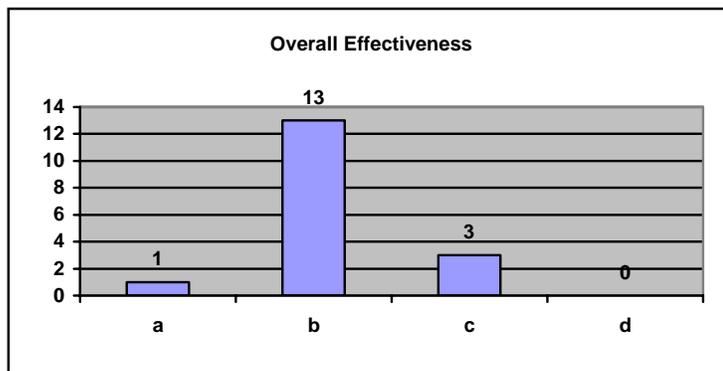
Few cases of administrative financial management problems have been reported in EC projects, which is positive, as such problems often have a negative impact on efficiency. Three projects experienced delays in the transfer of disbursements, which affected their efficiency (the 3 projects were given a “c”), as the timely implementation of the activities suffered as a result. Two projects were affected by the decentralisation of responsibilities to the Delegation (the case of the marine resources project in Guatemala, affected by the transfer of responsibility firstly from Brussels to Managua and then to Guatemala; and the case of the *Coffee project* in Nicaragua, owing to communication problems between the parties concurrently with the decentralisation process, in addition to reporting problems). The case of the *CUDECOOP* project in Uruguay was due to delays in the presentation of reports by the implementing entity and excessively long processing on the part of the EC prior to decentralisation. Finally, the project in Colombia experienced problems owing to lack of experience with EC procedures, although this did not affect efficiency because the other factors were favourable.

The timely transference of funds and appropriate rendition thereof are factors that lead to greater efficiency

**5.4 Overall Effectiveness**

The Overall Effectiveness parameter was found to be positive in general, with 14 out of 17 projects, i.e. 82%, scoring “a” and “b” (most of these projects – 13 in all – getting a “b”), whilst only 3 projects (18%) were given a “c”. No project was given a “d” rating.

The assessment of Effectiveness is positive: 82% of the projects obtained “a” and “b” ratings. 18% got “c” ratings.



The proper identification of the beneficiaries, the use of participatory methodologies, high levels of efficiency plus environmental awareness-raising help the beneficiaries access the benefits generated by the projects.

**Access by target groups – and use of – the benefits of the projects**

The projects monitored generally manage to reach their target beneficiaries with acceptable degrees of participation and appropriation by the latter, as verified by the monitoring exercises carried out. This is directly related to the proper identification of the beneficiaries, the use of participatory methodologies, good levels of efficiency registered by the projects in general and good awareness-raising work on the part of the implementing entities among the beneficiaries, all of which has contributed to giving beneficiaries confidence in the

project, as demonstrated by the project *Sustainable development of the Cuiabá-Santarem economic corridor* (Brazil), which was given an "a" in this parameter.

There is one case in which a project has a high probability of reaching a higher number of beneficiaries than initially foreseen, it is the Lope Mendoza project (Bolivia) where the good levels of efficiency in the form of a reduction in the cost of reforestation, and in the opening of roads by the association with a local mayor's office which shares the costs, has enabled the project to increase the number of communities assisted.

Problems were only observed in 3 projects which are experiencing difficulties in reaching their target population:

The problems encountered by the project *Incorporation of the environmental dimension in the management of Uruguayan cooperative entities* are attributable to the delay in getting started caused by external factors not linked to the internal management of the project and lack of experience on the part of the implementing entity with environmental issues. The result of this was that a good part of the duration of the project was used for instructional purposes which is positive in a way but which also meant that the originally estimated target population turned out to be too vast to be covered within the scheduled period.

The situation of the *CIOMTA* project in Argentina is different. The direct beneficiaries of the project are governmental institutions responsible for management and territorial planning in 7 provinces. Although the project is managed and provided with the necessary information so that these institutions can apply it to the environmental planning of the territory, they neither develop nor utilise this information so the value of CIOMTA as an assessor of provincial governments on the issues covered by the project is under risk. In this case, it is important to be able to rely on strategies or plans with political impact, or risk management strategies which, in the case of most projects, are not included in the design phase or drawn up during the implementation period.

The *coastal resources management project* in Guatemala has managed to reach its target groups only in part, because of efficiency problems due to different work approaches and the lack of clear definition of the roles and responsibilities of the implementing partners (as already mentioned in the section on efficiency), as a result of which, one of the partners attained a good level of implementation of activities/results, whereas the situation is different for the other partner.

For its part, the *regional project on the co-management of protected areas in Central America* – although it has not been rated – also encountered problems owing to the large spectrum of beneficiaries. It managed to reach the governmental entities and NGOs involved in the co-management systems but did not succeed in reaching the basic communities. In this case, the causes have to do with the inordinately ambitious objectives of the project given its short duration and meagre means and resources allocated.

### ***Will the SO be reached within the term of the project?***

Most of the results of the monitoring show that the projects have good prospects of reaching their SOs within their scheduled term.

There are certain weaknesses, however, which could affect the attainment of the SOs;

In most projects, SOs include -- to a greater or lesser extent -- the empowerment of beneficiaries. In this respect, monitoring revealed specific cases in which, although the projects are managing to reach the beneficiaries as regards technical aspects – which have mainly to do with the transfer of technology that helps to improve conservation and

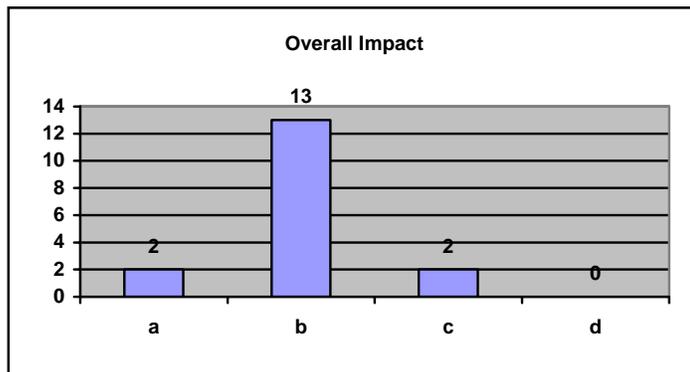
There are factors that can undermine the achievement of the SO: insufficient strengthening of the capacities of the beneficiaries, and deficiencies in OVI and T&E

production actions – this progress is unfortunately not accompanied by the strengthening and transfer of skills to the beneficiaries. This weakness stems generally from the design, when no specific results/OVI or concrete strategies for the transfer of capacities to the beneficiaries are defined and consequently the budgets do not contain means and resources for this. This situation has been verified in 7 projects: in Ecuador (2), Venezuela (1), Argentina (1), Guatemala (1) and Bolivia (1), as well as the regional project in Central America and can have a negative impact on project sustainability.

The assessment of the extent to which an objective is achieved is a point which remains to be verified in most projects as there are shortcomings in the definition of the OVIs at design level and few projects have made adjustments in this respect in their respective Logical Frameworks.

### 5.5 Overall Potential Impact

The potential impact was also found to be positive with 15 of the 17 projects, i.e. 88%, being awarded “a” and “b” ratings. Once again, most of the ratings are “b’s” (13 projects). Only 2 projects (12%) were given a “c.” There were no cases in which a “d” was given.



The impact was found to be positive: 88% of the projects obtained “a” and “b” ratings; 12% obtained “c’s”.

#### *Contribution of the GO to the programmes of The Environment and Tropical Forests*

In general, the objectives of the projects monitored are geared to reconciling the conservation of natural resources with the fight against poverty and the improvement of the quality of life of the beneficiary populations.

In principle, the projects are managing to harmonise environmental conservation and development in the local municipalities of their intervention areas, generating and consolidating models of sustainable development.

Within the framework of the Environmental Programme:

The project *Rio Hurtado – Civil Agenda against poverty and desertification (Chile)* is showing good prospects of attaining its general objective of incorporating the participatory planning pilot scheme in the strategy plan and action programmes to combat desertification in Chile.

Monitoring of the project *Coffee: an example of responsible production and consumption (Nicaragua)* revealed that in environmental terms, the impact will undoubtedly be positive, with the introduction of agri-ecological practices and appropriate processing. From the economic point of view, the quality of the coffee produced by the beneficiaries of the project

Projects are managing to harmonise environmental conservation and local development, generating and consolidating development models

has improved, as has been corroborated by the prizes that the producers have been awarded for excellence and the project anticipates an increase in sales of organic coffee in Spain thanks to the work of its European partner.

Within the framework of the Tropical Forests Programme:

The project *Pittier, Man and Cacao* (Venezuela), in its third year of implementation, has succeeded in getting the producers to reinstate traditional practices of cooperative work they had abandoned, which, together with agri-ecological production practices, have made it possible to increase yields and recover production areas, as well as obtaining better prices (in the last harvest, organic cocoa sold for 8,500 Bolivars/kg, and non-organic for 7,500 Bolivars/kg, whereas the price of the intermediary on the farm was 1,500 Bolivars/kg).

The project *Participatory development of a replicable model for bamboo-based development in the Andean countries* (Ecuador) has managed to develop the bamboo production chain under a community sustainable development project. With the creation of the Integral Bamboo Processing Centre, the price of cane in the area has risen from US\$ 0.60 to US\$ 1. The preservation process has, for its part, increased the value of cane from US\$ 2.5 to US\$ 5.

The experience gained from the project *Reforestation, conservation and management of natural resources in the Lope Mendoza area* (Bolivia) and previous projects that the implementing entity has carried out – also with financing from the EC – has the potential to become a model for better practices for the fight against poverty and desertification by using forestation as a control tool against erosion in dry ecosystems and productive-economic desertification through the sale of wood in an area of extreme poverty that depends on a traditional, little diversified agriculture, with meagre yields and low prices.

However, the contribution that the projects may be making in terms of the objectives of the aforementioned programmes is undermined by certain weaknesses:

Once again, there is the problem of an objective measurement of the degree of achievement of the GO owing to the aforementioned shortcomings in defining OVIs. It is therefore necessary to point out, in this respect, that not being able to rely on objective measuring criteria for the GO, the conclusions reached by monitoring are based on direct observations in the field and on consultations with the beneficiaries. At this point, it is worth reiterating the case of the Lope Mendoza project (Bolivia) which, on the basis of these criteria, was deemed a potential model for better practices; but in order to confirm this potential, the project must validate the experiences through studies (erosion measurements, conservation of the native biodiversity, socio-economic situation of the beneficiaries, etc.), which, as they were not defined during the design, were not included in the original Logical Framework or budget. For these reasons M&E at this level is deficient in addition to the fact that projects often do not have a good internal M&E system.

The priorities of the Environmental programme, geared chiefly to strengthening civil society and governmental authorities with a view to addressing the commitments of the countries under international environmental agreements and conventions, require work carried out by projects to have a political impact. The lack of effective strategies or plans, combined with the lack of risk management strategies has a negative impact. A case in point is the aforementioned *CIOMTA* project (Argentina). To deal with this problem, the project plans to increase awareness-raising activities among its governmental beneficiaries, the results of which must be observed to determine the degree of effectiveness and the lessons learned.

The quality of the contribution of the projects to the objectives of the programmes for the Environment and Tropical Forests, and the commitments of the countries under international environmental conventions, are undermined by a lack of validation of the achievements (deficient IVO, no systematisation and/or political impact)

Though not as obvious in the Tropical Forests Programme, this requirement is no less important. It is worth noting that the two programmes are complementary to the other EC financial instruments, and therefore their insertion in policies and links with the relevant authorities during implementation are important aspects. The impact can be gauged in terms of how an adequate articulation and relation with authorities (local, regional or national, depending on the case) can contribute to the appropriation of the models produced by the programmes and their subsequent replication (it should be borne in mind that the replication potential is a design requirement in both programmes).

Monitoring revealed a few favourable cases in this respect: the Sub-programme of policies on natural resources (Brazil) in which an impact was observed on the National Deforestation Prevention Policy that recommended adopting the experiences generated by the programme; the replication potential of the experiences of the bamboo-based development project in Ecuador seems very favourable with the participation and leadership of the implementing entity in the National Bamboo Council. In other projects in general, although there were good relations with the local governments and the latter participated actively in some actions, the possible impact at policy level is less obvious, at least for the time being, and is one aspect that must remain under observation in the future. The need for project design to incorporate activities with specific political impact has been ascertained once again.

However, if the replication potential and the replication itself, whether by the governments (local or national) or other organisations, is to be effective, the experiences and lessons learned from each project must be properly systematised. This is a generalised project weakness as they frequently do not take account of this activity in the design and thus do not provide the means and resources, thereby reducing the possibility of achieving more.

### ***Participant involvement increases impact***

Given that anthropogenic effects represent the main threat to the environmental integrity of the region, the involvement and participation of communities in each project's areas of intervention are undoubtedly fundamental factors for the achievement of the objectives set by each of them.

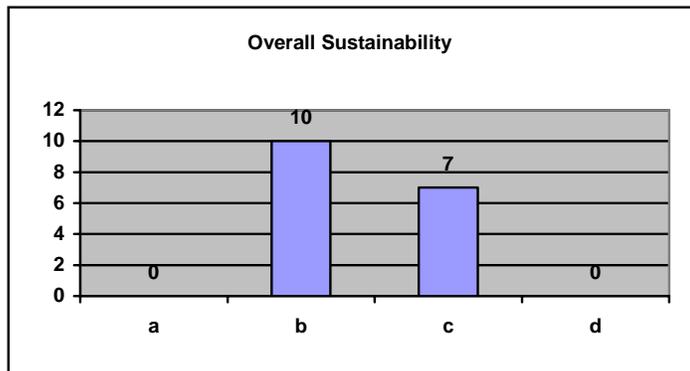
In this respect, it is worth mentioning the project *Conservation and sustainable development in the Chocó biogeographic region* (Colombia) which is one of the two projects monitored that were given the highest mark for the 'Impact' parameter. This project operates in the ecological region of Chocó-Darién, a region of great biodiversity with an exceptional wealth and endemism of species of plants, birds, reptiles, amphibians and butterflies, covering an area of 145,000 km<sup>2</sup>. The project intervention area comprises 30% of the overall area of the ecological region, which is undoubtedly significant, comprising a culturally diverse and mostly poor population with numerous threats to environmental integrity that are addressed by the project (migratory agriculture, settlements, over-exploitation of forest species and unsustainable forest exploitation practices). Nevertheless, the focus of activities, which gives priority to participatory methodologies, the strengthening of the local agents and the building of alliances between them, and which includes the social organisations of the project, basic communities, local governments, and projects working in the intervention area, ensures that the actions planned are carried out as they should be, and consequently the project can have a great impact on the region, attaining its objective of improving the quality of life of local communities through better management of forest resources, fairer access to the benefits, and greater participation in the definition of policies and development processes at every level.

**The best prospects for impact are found in projects that manage to involve agents and beneficiaries and get them to participate in planning and implementation, including the local, regional and/or national governments.**

The other case is the project *Participatory development of a replicable model for bamboo-based development in the Andean countries* (Ecuador) whose strengths in this regard are the promotion of associative work among the beneficiaries, together with interest groups at the local, regional and national level, including the relationship with the respective political authorities, which helps to ensure the experiences and lessons learned are disseminated.

## 5.6 Overall Sustainability

The distribution in terms of sustainability is similar to that observed in the case of Efficiency, with a predominance of positive scores, where 10 projects obtained a "b", i.e. 59%, whilst 7 projects, or 41%, were given a "c." No "a" or "d" ratings were given.



The ratings for Sustainability are comparable to those for Efficiency: 59% of the projects obtained a "b", 41% a "c".

### *Economic and financial sustainability*

Projects with potential in terms of economic and financial sustainability are those that have established successful productive processes for the target groups, managing to increase revenues from the marketing of products, as in the cases already described of the projects in Ecuador (*bamboo production*) and Nicaragua (*coffee production*), in addition to the project in Bolivia (forestation) in which, according to the projections of the implementing entity, revenues are expected to rise by 70% for the beneficiaries compared with revenues obtained from traditional agriculture (potatoes and cereals). On the other hand, there is the case of the cooperatives project in Uruguay in which the expected results are institutional (incorporation of the environmental dimension in the management of the beneficiary cooperatives) and thus the design takes account of a rotating fund, a decision considered appropriate for the case, even though the implementation of the fund remains to be seen.

Projects involving economic activities that succeed in optimum implementation of same have good prospects of sustainability.

The most problematic cases for economic and financial sustainability are projects in which this aspect was evidently not taken into account in the design and the analysis of the alternatives was delayed during the implementation. Some projects – such as the *CIOMTA* project in Argentina – considered financial sustainability studies in their final phase, the results of which may be observed in future monitoring exercises before those projects are finalised. On the other hand, there are projects aimed at governmental entities that are not appropriated by the institutions and face a lack of governmental resources for continuing the actions initiated, or bureaucratic problems that make accessing funds difficult (*Sub-programme on policies of natural resources and ecological corridors in Brazil*).

One particular case is the project *Preservation and management of the natural resources in the interfluvial Teuco-Bermejito region* in Argentina, which is experiencing problems with economic and financial sustainability associated with the introduction of technology, which

although adapted to the environment of the region, requires capital investment that cannot be made by the beneficiaries (natives and peasants) due to their extreme poverty, as they are not considered creditworthy and cannot access existing lines of credit in the region.

### **Support policies**

The monitoring exercise has revealed that the (generally local) authorities take part and are actively involved in the activities of the various projects and it is to be hoped that this will promote the appropriation of achievements by these actors and contribute to their sustainability.

A case in point is the *Río Hurtado* project (Chile) in which the Municipality incorporates the contributions of civil society in the community development plan, although this does not necessarily contribute to ensuring financial sustainability in this case. On the other hand, the *Focus on Forests* and *Tahuamanu* projects (Peru), despite being specifically designed to support the implementation of the new Peruvian forest act and currently being implemented in the field, problems in public institutions responsible for the act have a negative impact on prospects for institutional and political sustainability.

Projects whose direct beneficiaries are governmental entities are experiencing problems in this respect. The *Ecological Corridors* project is faced with a lack of institutional appropriation which weakens political and financial support. In addition to this, despite the fact that the Sub-programme concerning policy on natural resources is geared to policies, it has not been able to address the priority of short-term policies that run counter to the ideals of sustainable development which, together with other external factors, undermines its prospects for sustainability.

In general, it is not clear whether an appropriate relationship with the national authorities responsible for environmental conventions (Biodiversity, Climatic Change, Desertification) exists which would ensure that the project achievements can be incorporated in the plans and strategies that the countries are required to define and implement under these conventions.

### **Strengthening the capacities of the agents-beneficiaries**

As already mentioned, in general, the empowerment of beneficiaries in technical, productive and conservationist terms is adequate and takes the form of providing technical assistance, the recovery and dissemination of traditional technologies, in addition to the introduction of agri-ecological management practices and environmental awareness-raising. The only case potentially at risk is the *Lope Mendoza* project (Bolivia), where the successful adoption of forestation by the beneficiaries has been chiefly based on the economic attractiveness of the activity, without sufficient awareness being raised regarding environmental matters (ecosystemic functions of the forest, protection against erosion, etc.). This could put the conservationist objectives of the project at risk although there is still time to reverse the situation.

The opposite situation is the case as regards the reinforcement and transfer of skills for the future management of the activities undertaken. It should be noted that 7 out of a total 18 projects monitored (39%) had shortcomings on this front. The main common causes detected have to do with design deficiencies affecting implementation, the lack of exit strategies resulting in the gradual transfer of responsibilities to the beneficiaries, excessive interventionism of certain implementing entities and insufficient training of the beneficiaries in management matters.

Aunque los proyectos se inserten en políticas sectoriales, y apoyen su implementación, ello no implica necesariamente que los Gobiernos respondan a los proyectos.

The projects lack exit strategies that incorporate an "operational – exit strategy" procedure with a gradual transfer of responsibilities to the beneficiaries

The project *Coffee: an example of responsible production and consumption* (Nicaragua) exemplifies satisfactory intervention in terms of the aspects mentioned in the preceding paragraphs inasmuch as implementation has from the outset aimed to empower beneficiaries, enabling them to continue on their own once the project has come to an end. One salient point, among others, is that there is already a strategic plan for the next 3 years (the project comes to an end in April 2006) for planning and marketing, and a plan for commercial expansion in Spain is to be developed.

### **Appropriate technology**

In practically all cases, the projects have managed to capitalise on local knowledge and use technologies based on the traditional knowledge of the beneficiaries; any technologies and practices introduced are adapted to the particular environment of the intervention area.

Cases that depart from the norm are those of the project in the *Teuco-Bermejito region* (Argentina) where, although the technology is appropriate for the region, it entails costly investment that the beneficiaries are unable to cover with the result that financial sustainability is not secured; and the *Climatic Change project* (CIOMTA) in Argentina which, by its very nature (equipping information generation complexes), depends on imported technology.

### **Socio-cultural aspects – Gender**

The lack of, or insufficient attention paid to, gender is a failing shared by all projects monitored. The degree of attention varies widely. The project monitored in Nicaragua (*coffee production*) is the only project in which the beneficiary (the cooperative Café Nica) benefits from a gender policy involving specific activities in this respect leading to the creation of women's cooperatives in the framework of the project. Other than this particular case, there is a series of intermediate situations. The bamboo-based development project in Ecuador conducted a gender analysis which did not turn into an intervention strategy in practice because the level of participation by women in the project is low (10%). The project monitored in Chile did take the gender issue into account, promoting participation in activities but women were not integrated into the decision-making process. In the cases of Venezuela and Guatemala, there are no strategies, but participation by women is considered adequate. At the opposite end of the scale, is the case of the *Regional Co-Management Project* in Central America, which has no strategy and has not been able to carry out promotional activities in this regard.

### **Environmental aspects**

Owing to their very nature, the projects monitored comprise the necessary measures for the conservation and protection of the environmental heritage in areas where they operate, including satisfactory awareness-raising activities that are producing results among the target groups.

A case in point is the *Lope Mendoza project* (Bolivia), where the implementing entity has been working for twenty years on the dissemination of forestation for conservationist purposes and as an economic alternative for the poor population. Forestation is an exogenous activity in the region and in certain areas of mature forests there have been changes in the microclimate (increasing rainfall in a dry environment). This has made it possible to introduce agricultural products to these areas that could not be grown previously which is a positive development in principle but at the same time has a negative impact as it entails an increase in the risk of erosion, a problem that is serious in and of itself in the

The projects value local knowledge and use technologies adapted for the environment and the beneficiaries.

The projects lack gender strategies

The projects, by nature, comprise the environmental dimension, but if exogenous activities are introduced, the projects must an E.I.A.

region, owing to the very characteristics of the environment, which promote it. In situations such as this, it would be wise to consider conducting an EIA of the project.

## 6. Lessons Learned and Recommendations

### 6.1 Quality of Design

The projects are relevant for the objectives of Environmental Programmes and Tropical Forests and other forests in developing countries, and have been designed to address the problem of pressure exerted by anthropogenic activities on the environment in the respective intervention areas. They combine environmental and natural resource conservation with productive development activities with a view to attaining sustainable development in the intervention areas and for the beneficiaries, most of whom are people living in poverty.

Most of the projects require a revision of their Logical Framework matrices, where the most common weaknesses are the assignment of various specific objectives and, related to this, rather unclear results and the definition of OVIs. The definition of various objectives often leads to confusion in terms of the results: some objectives are actually results, in other cases, the same objectives are repeated as results which detracts from the intervention rationale and affects the M&E system. A correct definition of OVIs, chiefly in terms of the specific objective and the general objective, is the main weakness. Although the LF is supposed to be a flexible tool, many projects do not see it as such, believing that the rigidity of EC procedures does not allow for adjustments. On the other hand, there are cases of projects that have made adjustments and have adapted to changes of context but fear that owing to the rigidity of the EC, such changes will not be authorised or that approval will be slow in coming. In any case, it is necessary to train project officials to draw up and use the LF. These aspects mean that LF matrices do not become real project management instruments and thus affect all levels of the management cycle with direct negative consequences in the measurement of the other parameters: Efficiency, Effectiveness, Impact and Sustainability.

Intervention strategies tend to give greater weight in terms of means and resources to technical aspects (conservation – production), strengthening the knowledge and practices of the beneficiaries in those aspects but neglecting the installation of processes and capacities for self-management, so that the beneficiaries can sustain the benefits achieved over time. Means and resources for this purpose are not allocated in the design phase and the relevant adjustments are not always carried out during the implementation phase. In this respect, it is vital for projects to develop exit strategies during the design phase that emphasise an “operational–exit strategy” approach, thereby empowering the beneficiaries to continue on their own with their own means, or otherwise, to develop them as a preparatory activity once the project has been initiated. Women have an important role to play in the use and conservation of natural resources but the projects lack explicit strategies for the strategic and practical needs of female beneficiaries. To the extent that the projects are, to a greater or lesser extent, connected with political agents, it becomes necessary to have political impact plans that help the projects establish successful relations with the relevant authorities with a view to improving the prospects for impact and sustainability. This is currently a shortcoming in a large number of projects. Naturally, the LF matrices reflect these shortcomings in terms of results/OVIs.

The projects must review and improve their LF matrices, and use the LF as a management instrument in all the phases of the project cycle.

The intervention strategies must comprise exit, gender, risk management and political incidence strategies

As the designs normally lack exit, gender, risk management and political impact strategies, one possible solution would be that when projects do not have such strategies as part of their design, they must be required to establish, at the outset, a period of preparatory activities to coincide with the preparation of their work plans so as to prepare the strategies and incorporate them in their workplans. The means and resources for this could be provided for in the budgets, thereby alleviating the shortcomings observed. Like the LF, these strategies must be reviewed at least annually and updated as and when necessary.

## 6.2 Efficiency

Although the negative impact of delays caused by administrative and financial management problems between the EC and the projects in the sample monitored was low, there were a few cases due to insufficient compliance in respect of procedures and the submission of financial reports, with one particular case due to lack of experience as it was the first project for the implementing entity with the EC. Training and continuous project updating must be provided to continue reducing the incidence of this factor on efficiency.

The quality of the results can be impaired by the lack of precision in the definition of the results and their respective OVIs, which has a negative effect on M&E. Projects therefore must make greater efforts in developing M&E systems, which are generally adequate on the level of activities (where they exist) but insufficient for results because they do not constitute tools for improving efficiency.

Clear definition of the roles and responsibilities of the implementing partners, and the coordination between these partners during implementation is one aspect revealed by monitoring exercises that could affect the efficiency of projects. The difficulties observed in this respect were directly related to the diffuse definition of functions and coordination, and the methodological approach between implementing partners. Similarly, the relationship and coordination between the implementing partners and beneficiaries can affect efficiency. It is therefore important that all the parties involved are duly and permanently informed about the various aspects of the project (work plans, budgets, technical and financial advancements), and that they participate jointly in the relevant issues.

For greater efficiency in management, projects should take the following aspects into account: a) annual work plans should have their own Logical Framework matrix, indicating the quantitative and qualitative measures for the year in progress; b) the use of detailed schedules of activities (activities, terms, responsibilities); c) the preparation of technical reports in accordance with the Logical Framework matrix, indicating the degree of completion and progress of the OVIs with respect to the annual and global planning; d) the periodic review of all aspects of the LF (intervention rationale, OVIs, sources and hypotheses) and the schedule should be seen by the projects as part of efficient management and thus incorporated as a routine management activity. Delegations could contribute to this by raising the awareness of project managers in this respect.

## 6.3 Effectiveness

The participatory methodologies and the involvement of the target groups in the various phases of the implementation (especially planning and the implementation of activities) are decisive aspects if the beneficiaries are to access and make use of the benefits of the projects as seen in the majority of the projects monitored. Similarly, the projects should be

Delegations must include training and continuous updating of the projects to improve the administrative and financial efficiency

Management instruments (LF, annual plans, schedules) must be subject to periodic reviews to be adjusted for greater efficiency.

The projects must improve the IVO and T&E systems at this level to ensure the quality and maintenance of the specific objective

transparent in their relations with beneficiaries and continuously provide information to them about the project so as to build confidence between the parties.

Even so, projects should always make greater efforts to improve the OVIs and means for assessing compliance with specific objectives as this weakness can undermine achievements. The previous recommendation of incorporating a periodic review of the LF in all its aspects (intervention rationale, OVIs, sources and hypotheses) applies. The development of adequate M&E systems at this level will contribute to attaining and maintaining the quality of specific objectives.

## 6.4 Potential Impact

Projects require greater efforts to confirm their actual contribution to the set objectives of EC cooperation and to the fulfilment of the commitments undertaken by the countries under international environmental conventions in terms of an improvement in the quality of the environment. The shortcomings in the definition of appropriate OVIs for the objectives weaken the assessment of the degree of achievement thereof and make it difficult to validate achievements. Specific studies are therefore frequently required to determine environmental achievements (e.g. native forest regeneration studies, erosion control, etc.) and socio-economic studies that are not provided in the design of the projects. To this end, it is important for the projects to start from base lines and diagnoses that make it possible to define these OVIs, or otherwise, to incorporate these diagnoses in preparatory activities, as well as studies that could prove necessary for measuring the OVIs and provide the requisite means and resources.

The relationship of the projects with the (local, regional and national) authorities and especially their participation in project activities is considered to be particularly important as a contribution to the impact and sustainability of the project. The prospects of authorities appropriating the models and experiences of projects and contributing to their replication increase to the extent that this participation is secured. It is important for projects to clearly establish their links with, for example, national strategies and action plans for the conservation of the biological diversity, and national plans and programmes to combat desertification (in the case of countries that have already presented such plans and strategies to the respective conventions). This should be of special interest for projects funded by the Environmental Programme in developing countries which seeks precisely to assist countries in fulfilling their commitments under international environmental conventions. It is therefore vital to maintain a close relationship with the governmental counterparts in charge of the respective conventions (Biodiversity, Climatic Change, Desertification, etc.) so that the projects' achievements are recognised by the authorities and incorporated in the reports that the Governments are required periodically to submit.

It is clear that the systematisation of experiences is a preliminary step that must necessarily be taken by the projects to be able to demonstrate - and convince their political interlocutors of - the validity of their achievements. Whence the importance of providing budgets in the design and means for the systematisation of experiences and lessons learned, and including systematisation as a routine activity in the respective schedules, which, together with dissemination activities, will prove fundamental for securing their development and replication.

The projects must validate the attainment of their GO by means of adequate IVO and specific studies

The adequate connection with political interlocutors can help bring about multiplier effects for the projects

The replication of experiences and lessons depends on an adequate systematisation

## 6.5 Sustainability

The production processes established by projects in communities, which are satisfactory as regards conservationist production techniques, must be accompanied by training with an entrepreneurial approach, business management and marketing to ensure that the beneficiaries acquire the skills required to sustain the production chains and economic benefits that are generated over time. The timely implementation of these activities – depending on adequate planning and relations with the beneficiaries – determines the extent to which they are sustainable. This is particularly important in the case of projects of short duration (40% of the projects monitored have a duration of three years) which, depending on the case, may or may not be sufficiently long for the experiences – and the beneficiaries – to reach a degree of maturity to ensure minimum sustainability. In the case of the economic activities promoted by the projects, feasibility studies contribute to the sustainability of those projects when those studies have to consider the possible methods of funding these activities.

In the context of beneficiary empowerment and in view of the important role of women as users of natural resources, and in certain cultural contexts, as the persons responsible for their conservation, projects must make greater efforts on the gender front by developing specific strategies to cover the strategic and practical needs of women. Although there are cases of projects which, in spite of not having explicit strategies, can apparently rely on an adequate participation by women, it is necessary to evaluate the degree of effectiveness of this participation in strategic and practical terms.

Projects that include activities–technologies that are exogenous to the intervention areas, with the prospect of generating environmental changes over time, must include studies and analyses that offer a minimum degree of security to the intervention. EIAs, on their own, or combined with feasibility studies, are tools that the projects should consider in such cases, providing the means and resources in the respective designs.

As already mentioned in the previous section, the projects should promote better relations with the authorities responsible for international environmental conventions so that their achievements can be incorporated into the national strategies and plans that the countries have to submit to the conventions. These strategies and plans must include mechanisms for financing their activities. In this respect, Delegations could provide support for establishing political contacts and also with the local governments for increasing the options of securing sustainability through the local financing of activities undertaken by projects. The aforementioned impact plans are tools for managing this link.

Appropriate risk management throughout the life of the project can undoubtedly contribute to securing favourable conditions for sustainability. Although projects incorporate these risks in their Logical Framework in various degrees of detail, they lack a strategy to manage them whereby the risks and their implications for the project are described in detail, together with possible actions for dealing with them and alternative solutions. These strategies should form part of the design process or, otherwise, should be charted at the start of the project.

The practice of drawing up closing plans – which is normal in bilateral cooperation but not in this budget line – may be a valid instrument with which to support project sustainability. These plans should include explicit strategies for securing sustainability, above all financial sustainability, and include post-closure monitoring, especially in the case of NGOs, which normally maintain their institutional presence in the intervention area beyond the life of the project and could even prove useful in finding financial resources.

**Productive activities must be implemented in good time to attain a high degree of maturity that ensures sustainability**

**The strengthening of beneficiaries' management skills is a precondition of sustainability. Projects must have an exit strategy.**

**Gender and risk management strategies can also contribute to sustainability.**

**Every project should draw up a closing plan with explicit strategies to ensure sustainability and post-project monitoring**

**The dissemination of best practices among projects could help improve sustainability.**

The exchange of information and experiences between projects in general operating in a given country and in this budget line in particular (at national or regional level) is relevant for disseminating successful experiences that contribute to boosting prospects for sustainability. Projects could include resources in their budgets for promoting such exchanges within the same country or with neighbouring countries where relevant experiences exist. The EC website with links to the project websites is a useful instrument as the information is constantly updated and they feature best practices and success stories for each project. The inclusion and promotion of discussion forums on the Internet could prove worthwhile for all parties. In addition, the EC should study the possibility of allocating funds for regional and/or subregional meetings for experience sharing.

## (ii) List of Projects

MR Code	Project Title
MR-30326.01	Preservation and management of the natural resources of the interfluvial region of Teuco-Bermejito under the sustainable regional development plan /Chaco
MR-30205.02	Climatic changes and carbon sinks: territorial and environmental research, observation and monitoring centre (CIOMTA)
MR-30147.03	Reforestation, conservation and sustainable management of natural resources in the Lope Mendoza region
MR-30315.01	Natural Resources Policy Project (PPG7)
MR-30302.01	Ecological Corridors, Brazil
MR-30310.01	Sustainable Development of the Cuiaba-Santarem Economic Corridor in Central Amazonia: reconciling economic growth and large-scale forest conservation
MR-30392.01	Conservation and sustainable development in the Chocó Biogeographic Region: Building Capacities for livelihood improvement and environmental sustainability
MR-30347.01	Forest conservation and sustainable development in the buffer zones of the North Atlantic in Costa Rica
MR-30331.01	Río H – Civil agenda against poverty and desertification
MR-30176.03	Concerted management for controlling desertification and the regeneration of dry forests in Zapotillo and Macara
MR-30274.02	Participatory development of a replicable model for bamboo-based development in the Andean countries
MR-30325.01	Protection and regional management of coastal resources in the Gulf of Honduras (GOH)
MR-30371.01	Coffee: an example of responsible production and consumption
MR-30117.03	Strengthening of local sustainable and cost-effective forest management skills in the Loreto- Focal Bosques region
MR-30119.03	Strengthening of local sustainable and cost-effective forest management skills in the Madre de Dios region
MR-30308.01	Incorporation of the environmental dimension in the management of Uruguayan cooperative organisations
MR-30167.02	PITTIER, Park, Man and Cacao
MN-30249.02	Integration of the civil sectors in the co-administration of the protected areas (Comanejo) and management of environmental conflicts in Central America