



**INTERNATIONAL TROPICAL  
TIMBER COUNCIL**

**COMMITTEE ON  
REFORESTATION AND FOREST MANAGEMENT**

Distr.  
GENERAL

CRF(XLIX)/4  
2 October 2015

Original: ENGLISH ONLY

---

FORTY-NINTH SESSION  
16-21 November 2015  
Kuala Lumpur, Malaysia

**EXECUTIVE SUMMARY**

**Ex-post Evaluation**

**PD 32/99 Rev.2 (F)  
Productive Forest Management for the Rural Reserve Area of Guaviare  
(Colombia)**

**PD 405/06 Rev.3 (F)  
Extending the Area under Sustainable Forest Management in the Forest  
Lands of the Embera-Wounaan Comarca, Darien, Panama**

**PD 482/07 Rev.2 (F)  
Sustainable Forest Production and Conservation with Community  
Participation in the Chepigana Forest Reserve of Darien, Panama**

**Prepared by**

**Carlos Marx R. Carneiro  
(International Consultant)**



**CONTENTS**

**ACRONYMS..... II**

**1. INTRODUCTION ..... 1**

**2. CONTRIBUTION OF COMMUNITY FORESTRY TO SUSTAINABLE FOREST MANAGEMENT ..... 2**

**3. CURRENT AND POTENTIAL CONTRIBUTION FOR ITTO IN SUSTAINABLE FOREST MANAGEMENT. 3**

**4. OVERALL IMPACT AND RELEVANCE ..... 4**

**5. OVERALL ATTAINMENT OF THE OBJECTIVES AND EFFECTIVENESS ..... 5**

**6. OVERALL APPROPRIATENESS OF THE COSTS, COST STRUCTURE AND USE OF RESOURCES ..... 5**

**7. RECOMMENDATIONS ..... 6**

**ANNEX I – FEEDBACK FROM PROJECTS MANAGEMENT TO THE EVALUATION ..... 9**

## ACRONYMS

ANAM	National Authority for the Environment <i>Autoridad Nacional del Ambiente de Panamá</i>
ANCON	National Association for the Conservation of Nature <i>Asociación Nacional para la Conservación de la Naturaleza (Panamá)</i>
CDA	Corporation for the Sustainable Development of the Northern and Eastern Amazon Region <i>Corporación para el Desarrollo Sostenible del Norte y el Oriente Amazónico (Colombia)</i>
FEPACHEDA	Federation of Rural Producers Associations of Chepigana, El Darién <i>Federación de Asociaciones de Productores Agroforestales De Chepigana de Darién (Panamá)</i>
ITTA	International Tropical Timber Agreement
ITTO	International Tropical Timber Organization
MADS	Ministry of Environment and Sustainable Development <i>Ministerio de Ambiente y Desarrollo Sostenible (Colombia)</i>
MAVDT	Ministry of Environment, Housing and Territorial Development <i>Ministerio de Ambiente, Vivienda y Desarrollo Territorial (Colombia)</i>
NGO	Non-Governmental Organization
PD	Project Document
UAF	Agricultural Family Unit <i>Unidad Agrícola Familiar</i>
WWF	World Wide Fund for Nature

## 1. INTRODUCTION

At the 48th Session of the Committee of Reforestation and Forest Management of the International Tropical Timber Organization organized in November 2014 in Yokohama, Japan, under the Thematic Group of Community Participation in Sustainable Forest Management, three Latin American projects were selected to be Ex-Post evaluated as follows:

### 1. **P 32/99 Rev.2 (F)**: Productive Forest Management for the Rural Reserve Area of Guaviare (Colombia)

This project was implemented in the Department of Guaviare, Colombia, by the Corporation for the Sustainable Development of the Northern and Eastern Amazon Region (CDA) in close collaboration with the Ministry of the Environment, Housing and Territorial Development (MAVDT was transformed in 2011 in the Ministry of Environment and Sustainable Development, MADS). It was approved by the ITTO Council in November 1999 starting its execution in September 2001 by the NGO Sinergia; however this institution resigned in December 2003 as Executing Agency and ITTO suspended the project in order to clarify technical and administrative aspects of the project. Between 2005 and 2008 the Government of Colombia decided unilaterally to continue some of the scheduled activities of the Project using extra budgetary resources. In 2009 when a new complementary agreement was signed with the Government of Colombia (OTRO SI) the project was reactivated with a new Executive Agency, CDA. A new Yearly Plan of Operations for the so called "second phase" was formulated and the project was completed in 2010.

The final budget of the project was USD 1,682,383 being USD 618,969 the ITTO Contribution (USD 588,969 financed by Japan and USD 30,000 financed by the United States) and USD 1,063,414 the Colombian contribution.

The Development Objective of the project was "Protect and Rehabilitate Forestlands of the Amazon Region"

The specific objectives included:

- To develop the capacities of the rural producers of the Guaviare Rural Reserve Area in sustainable forest management practices;
- To implement pilot and demonstration exercises for different productive forestry options;
- To formulate plans for the sustainable forest management of the area, agroforestry plots, plans for rehabilitation of degraded forest areas and management of forest plantations.

### 2. **PD 405/06 Rev.3 (F)**: Extending the Area under Sustainable Forest Management in the Forest Lands of the Embera – Wounaan Comarca, Darien (Panama)

The project was executed in the lands of the Comarca Embera-Wounaan in the Province of Darien, Panama by the World Wide Fund for Nature (WWF) in close collaboration with the National Environmental Authority (ANAM; this institution was transformed in March 2015 in the Ministry of Environment - MIAMBIENTE) and the General Congress of the Embera-Wounaan Comarca.

The total budget of the project was USD 967,992 being USD 520,992 financed by ITTO (Japanese contribution) and USD 447,000 to WWF, ANAM and the Communities.

The Development Objective of the Project was "To increase the national level of production and commercialization of wood products from tropical forests sustainably managed and internationally certified".

The Specific Objective was "To increase the area and volume of production of tropical woods through the development of two plans of sustainable forest management in the territories of the Comarca Embera-Wounaan in the Province of Darien".

### 3. **PD 482/07 Rev.2 (F)**: Sustainable Forest Production and Conservation with Community Participation in the Chepigana Forest Reserve of Darien (Panama)

This project was executed in the Chepigana Forest Reserve in the Province of Darien, Panama, by the National Association for the Conservation of Nature (ANCON) in close collaboration with the National Environmental Authority (ANAM).

Its total budget was USD 707,474.26 being USD 470,107.80 financed by ITTO (USD 320,108 of the Japanese contribution and USD 150,000 of the United States) and USD 237,366.46 by ANCON (USD 188,668) and ANAM (USD 48,698.46).

The Development Objective of the project was "To promote the sustainable production and commercialization of tropical timber from the Chepigana Forest Reserve, conserving large areas of tropical forests and increasing the livelihoods of local communities".

The Specific Objective was "The development of planning processes leading to the sustainable use of wood and non-wood products of the Chepigana Forest Reserve, facilitating the active participation of local communities with the collaboration of local authorities".

***The three full reports with complete background information, results, lessons learned, conclusions and recommendations are available at the ITTO Secretariat upon request.***

## **2. CONTRIBUTION OF COMMUNITY FORESTRY TO SUSTAINABLE FOREST MANAGEMENT**

The overall contribution of community participation towards sustainable forest management was successfully attained in the three evaluated projects through the use of similar methodologies.

In the case of **Project PD 32/99 Rev.2 (F)** "Productive Forest Management for the Rural Reserve Area of Guaviare, Colombia", the project strengthened the capacities of Agricultural Family Units (UAF) to adopt alternative productive activities by increasing and diversifying rural production through different forest systems and the level of income of rural families. It is worth noting that this region was formerly producing illegal crops banned by the Government and therefore alternative productive activities had to be generated in order to assist the rural communities. Individual productive forest projects were developed considering the possibilities and potential of each family farm.

The project has also contributed to achieve the protection and rehabilitation of forest lands in the Colombian Amazon.

The results of the project contributed to the ITTO following objectives, expressed in Article 1 of ITTA: a, c, d, e, f, g, h, i, j, k, l, m and n. In addition to Article 25, paragraphs 1 and 2 of ITTA (Reforestation and Forest Management). It has also taken into consideration the Plan of Action of Libreville as several actions of 3.2 (Reforestation and Forest Management) and several objectives (1, 2 and 3) and related activities. The project also contributed to ITTO Criteria and Indicators to sustainable forest management with special emphasis to the indicators 1.5, 1.6, 1.8, 2.2, 3.1 and 5.1 of the Manual for the Establishment of Forest Plantations and Management.

For **Project PD 405/06 Rev.3 (F)** "Extending the Area under Sustainable Forest Management in the Forest Lands of the Embera-Wounaan Comarca, Darien, Panama", a Strategy was formulated to support indigenous communities; the objective was to strengthen their capacities and knowledge to sustainably manage forests within their territories with a view to reverse the ever decreasing trend in supply of raw material from the natural tropical forests and halt the practices that lead to illegal logging and consequent forest ecosystem degradation.

Three community forestry enterprises have been legally constituted and are operational. Additionally a fourth enterprise was established at the Embera-Wounaan Council, denominated "Ne Drua" to act as forest regent of the other three enterprises, and this was considered a key element to assist the sustainability of the activities.

The project contributed to bring under sustainable forest management 65 % of the natural forest land in the Embera-Wounaan indigenous territories. Its original goal of expanding sustainable forest management over 45,000 hectares was surpassed by 3,121 hectares. Therefore it has significantly contributed towards sustainable forest management of the Embera-Wounaan indigenous communities.

The project complies with the objectives and purposes of ITTO as set in the ITTA and its related ITTA objectives: a, d, e, f and l, and was consistent with ITTO priorities and the goal 2 of the Yokohama Action Plan especially actions 2, 6 8 and 10. Two major goals were established in this Plan for each area of action: A (Forest Information and Market Intelligence) - goal 1 and 2; B (Reforestation and Forest Management)-

goal 1 and 2; Forestry Industry- goal 1 and 2. The ITTO Guidelines for sustainable forest management were mainly considered in the principles 12, 14, 15, 16, 17, 21, 23, 24, set out in Part 3, Item 3.1.

Based on ITTO's reporting format of Criteria and Indicators for sustainable forest management three evaluations were carried out with positive appraisal.

The last **Project PD 482/07 Rev.2 (F)** "Sustainable Forest Production and Conservation with Community Participation in the Chepigana Forest Reserve of Darien, Panama" was executed in the Chepigana Forest Reserve and its buffer zone, where the local communities had very low organizational and technical capacities to sustainably manage their forests and very low knowledge of sustainable agricultural practices, thus very high levels of wood resources were wasted (approximately 60% of the harvested timber was lost).

Therefore, the project strategy consisted in creating capacity and awareness of local communities and forest companies to promote different sustainable forest management practices and enforcement of existing laws and regulations. The project assisted three different ethnic groups.

After project completion, the Chepigana Forest Reserve is now officially and legally equipped with an Integrated Management Plan, a Forest Management Plan and Environmental Impact Plan. The capacity building component was essential to achieve the objectives of the project. The creation of FEPACHEDA, a Federation of Rural Producers Associations positively impacted the area of the project as the Federation is now responsible to implement the various plans formulated by the project.

A communal enterprise, CAFOD, S. A. was legally created for the sustainable harvesting of the Chepigana Forest Reserve.

Rehabilitation of existing degraded forest lands and other non-wood forest products and services are actually under consideration by local communities.

The project contributed to ITTO objectives as set out in the ITTA, especially the objectives c, f, g, and m and also to both goals of the Reforestation and Forest Management field of the Action Plan as follows: Goal 1, and 2 including Criteria and Indicators for sustainable forest management.

### **3. CURRENT AND POTENTIAL CONTRIBUTION FOR ITTO IN SUSTAINABLE FOREST MANAGEMENT**

The three projects produced outputs mostly related to capacity building in sustainable forest management and related activities, forest strategies and planning, enforcement of forest laws and regulations, conservation and rehabilitation of degraded lands, sustainable forest harvesting, promotion of non-timber forest products, enrichment planting, forestry research, training of forestry personnel, management of both forest and plantations, reduced impact logging, community based forest enterprises, agroforestry systems and some others. They were the most successful outcomes of the three evaluated projects towards the Objectives 2000 of ITTO and the Plans of Action of Yokohama and Libreville and have clearly shown the actual contribution ITTO is providing to many member countries and organizations of the region.

The activities of the three projects generated significant environmental, economic and social results expressed at the level of interest and commitment of the beneficiaries and have significantly contributed towards the sustainable management and conservation of their regions while improving the livelihoods of local communities. Their gender approach was also clearly stressed by the establishment of three women handcraft associations and their active participation in congresses and fairs.

In the light of these outcomes there will be a great need for ITTO further assistance by providing follow up to these projects and supporting similar efforts in other member countries as well.

Community forest based development processes involves not only economic and environmental issues but mainly social aspects as in most cases is the last hope for geographic isolated and impoverished communities, therefore, it deserves special attention and support from ITTO.

#### 4. OVERALL IMPACT AND RELEVANCE

The three evaluated projects in Colombia and Panama showed different positive impacts:

At national policy level, the project contributed in Colombia to the implementation of the “green plan” formulated in 1998 by the National Environmental Council and the Decree 1791 of 1996 on the Forestry Utilization Regime. In addition it was formulated following the needs and guidelines of the National Policy for the Environment and Natural Resources Management, in particular the Forestry Policy. The National Corporation for the Sustainable Development of Northern and Eastern Amazon Region (CDA) was also strengthened with the project activities.

In Panama, the plans of the National Forestry Action Plan of the 90’s and some of its project profiles kept a good relationship with the project document.

The National Environmental Authority (ANAM) was strengthened in its capacity as responsible for the national forestry governance by the Strategy for the Prevention and Control of Illegality in the Darien Region, formulated by the project, submitted and approved by ANAM (current MIAMBIENTE).

At Provincial and Community level, where the action of the projects took place, their outputs were very relevant:

- a) In Colombia, in the Department of Guaviare, the Project PD32/99 supported the Municipal Council for Rural Development in the formulation and implementation of a sustainable development plan for the Zone of the Rural Reserve of Guaviare;
- b) Over 200 families were trained and received the necessary technical tools;
- c) 27 plans for forestry management and agroforestry systems were formulated;
- d) Important experiences were generated such as forest production individual projects, selected species for agroforestry and forestry systems, permanent research plots were established, among many others;
- e) Eight plots of beneficiaries have obtained outstanding results with the cultivation of rubber tree (**Hevea brasiliensis**) – 5 hectares per producer – actually 502 hectares of rubber tree plantations were established and additional 115 hectares are being planted.

While in the Darien region of Panama, the two projects produced very relevant outputs such as:

- a) Substantial increase of the Embera-Wounaan forests under sustainable forest management;
- b) Formulation of plans for the organization and community participation in the sustainable forest production and conservation of the Chepigana Forest Reserve and its buffer zone;
- c) Formulation of an Integrated Management Plan, a Forest Management Plan and an Environmental Impact Study for the Chepigana Forest Reserve;
- d) Establishment of FEPACHEDA – a Federation of Associations of Rural Producers – responsible for the implementation of the several plans formulated by the project;
- e) Creation of the community enterprise CAFOD S.A., the executing arm of FEPACHEDA, and responsible for the sustainable management of the Chepigana Forest Reserve;
- f) A strong feeling of ownership in all member of the communities was created;
- g) Another community forest enterprise “Ne Drua” was created in the Embera-Wounaan Comarca; Four were the community enterprises created but Ne Drua was selected as forest regent for the other three enterprises;
- h) An increase in 48,121 hectares in the area under sustainable forest management was supported by the project, corresponding to 68% of the forest area of the Comarca and 21,38 % more than the area planned by ANAM;
- i) Over 300 community members were trained in community production being 32% women;
- j) Three craftswomen associations were created by the project and are operational, benefitting 98 women.

The overall impact and relevance of the three projects as can be verified by the before mentioned tangible results was significantly positive for the forestry and environmental authorities, executing agencies, communities and other actors directly and indirectly involved with the projects.

## **5. OVERALL ATTAINMENT OF THE OBJECTIVES AND EFFECTIVENESS**

### **Project PD32/99 Rev.2 (F) “Productive Forest Management for the Rural Reserve Area of Guaviare” (Colombia)**

The project development objective was considered by its Steering Committee as too broad and unrealistic and was modified in its “second phase” to express the real goal of the project, and was oriented towards the development of alternative forest productive options.

Similarly the specific objectives 2 and 3 had also to be modified by reducing their original outputs in view of the shorter time available to complete the project and have them implemented; the forest inventories were carried out in 154 hectares instead of the 2,500 hectares previously accepted and the number of Agricultural Family Units (UAF) was reduced from 50 to 30. However other activities were incorporated in the new Yearly Plan of Operations as Marketing and Commercialization of Forest Products.

In view of the efficient work developed by the Executing Agency (CDA) in the “second phase” the three specific objectives were satisfactorily attained and the project was very fruitful in its outputs.

Both the efficiency and effectiveness were initially very modest but the “second phase” has shown a very high degree of effectiveness from CDA. Similar evaluation can be reported for the cost/efficiency of the project.

### **Project PD 405/06 Rev.3 (F) “Extending the Area under Sustainable Forest Management in the Forests of the Embera-Wounaan Comarca, Darien, Panama”**

The strategy, logical framework and work plan of this project were very clearly and precisely defined as well as both development and specific objectives.

The specific objective was effectively attained since the programmed activities were successfully implemented producing outstanding outputs and a very high rate of execution (94%).

The technical merits of the project proposal were quite evident and the project was able to effectively promote the produced outputs. The effectiveness of both formulation and implementation was quite positive.

### **Project PD 482/07 Rev.2 (F) “Sustainable Forest Production and Conservation with Community Participation in the Chepigana Forest Reserve of Darien, Panama”**

The specific objective of this project was subdivided into three main results; the formulation of management plans and capacity building were the main lines of action.

Horizontal and vertical logics of the logical framework have quite clearly defined the objectives of the project with realistic rates of execution. In accordance with the beneficiaries of the project, 75% of its execution was rated as excellent/very good and the remaining 25% as good.

The objectives were attained in a very effective manner. Internal monitoring of the execution and effectiveness of the three projects was efficiently carried out by their respective Steering Committees which met at least once a year.

## **6. OVERALL APPROPRIATENESS OF THE COSTS, COST STRUCTURE AND USE OF RESOURCES**

The level of inflation and fluctuation of local currencies in relation to the North American Dollar in most Latin American countries, make it difficult to accurately predict costs and successfully accomplish some project activities.

In the case of **Project PD 32/99 Rev.2 (F)** eleven years have passed since the project approval by ITTO in November 1999 and project completion in September 2010 and the accumulated inflation in that period was

superior to 74 %. On the other hand, this project remained under suspension by ITTO for 5 years from 2004 to 2008 being unilaterally maintained by the Ministry of Environment, Housing and Land Use Development with resources from the Environmental Compensation Fund. Some US\$ 802,981 was invested by the Ministry, much more than the originally pledged US\$ 339,910.

During that period the absence of a mechanism to control the economic resources of the project was a constraint and the budget showed a significant variation due to the devaluation of the American dollar in relation to the Colombian Peso, making it necessary to make adjustments that affected the overall performance of the project. Even so, under the circumstances, the remaining ITTO financial resources of US\$ 162,000 of the second phase of the project were appropriately provided in the framework of the Yearly Plan of Operations (POA 3 by its acronym in Spanish) being 49,23% for personnel, 16,55 for duty travels, 21,61% in expendable items and 12,61% in miscellaneous.

The activities related to the management of resources to implement the POA 3 were however affected by the limited time for their execution reducing the possibility of monitoring and follow up of many activities by the involved institutions.

For **Project PD 405/06 Rev.3 (F)**, ITTO contributed 49% of the total budget, WWF whose original contribution was 37% of the total budget, reported some additional 20% in order to cope with the originally scheduled activities, while the National Environmental Authority (ANAM), whose original contribution was 14% of the total budget, disbursed an additional 13,1% for the project. These additional funds were mostly concentrated in personnel, duty travel and non-expendable items. Some of the additional funds were used to cover the expenses of 11 months project extension requested by the Executing Agency.

According to the project financial statement at March 2011, 47,24% of ITTO's contribution were spent in personnel, 16,09% in subcontracts, 14,22% in duty travels, 4,21% in non-expendable items, 10,15% in expendable items and 8,09% in miscellaneous. The costs and general resources were appropriately used to the implementation of the project.

Finally for **Project PD 482/07 Rev.2 (F)**, the financial statements of March 31,2013 show that USD 405,279.51 of the ITTO budget was executed; the result 1 was responsible for 52% of the expenditures, the result 2 used 29% while the result 3 the remaining 19%. Some 38% of the ITTO expenses were used for personnel, 15% for external consultants and the remaining 47% for operational expenditures.

The internal monitoring of technical activities and financial expenditures was effectively done by the project Steering Committee who used to meet at least once a year during the project executing cycle. The financial inputs were appropriately allocated in accordance with the work plan of the project. The audit report was submitted to ITTO in August 2013.

## **7. RECOMMENDATIONS**

### **a. The needs for similar projects in the future**

Latin American ITTO member countries with similar economic, social and environmental characteristics would greatly benefit from projects with structures similar to the ones herewith ex-post evaluated. Their processes of identification, design and execution should however follow the different realities of each country.

It may even be that a regional or sub regional project ought to be considered by ITTO as the need for collaboration among countries to promote and implement joint community based forest development processes to sustainable forest management is quite evident.

### **b. The Objectives of such future projects**

The objectives would also be similar to those of the three projects under evaluation respecting the different regional, national or community peculiarities and idiosyncrasies. They should generate impacts on social, economic and environmental aspects and strengthen the "Agricultural Family Units" generating additional income, improving their livelihoods and guarantee food security. The social component should be given special attention.

The promotion of sustainable production of tropical timber, non-wood products and services, including the environmental services and ecotourism may be another objective.

ITTO's solid and long experience in community forest development can be used in many conservation projects that pretend to manage buffer zones or ecological corridors as is the case of the Darien zone and many others in the region.

**c. Innovative approaches/designs for projects of community participation in SFM**

In Latin America, where community based forest development processes are being applied for the last three decades or so, there is not much room for innovation in such a well-known thematic group; however some "less traditional" approaches refer to services provided by the forests to the communities such as ecotourism, environmental services including the carbon market and most strategies related to climate change and deserve some more attention.

**d. Appropriate target groups**

The target group defines the kind of project, the procedures to be followed and the objectives to be attained. There is no magic recipe. In projects such as PD 405/06 Rev.3 (F) and PD 482/07 Rev.2 (F), that aim the sustainable production of timber from community forests, the establishment of communities enterprises may be the right approach followed by the formulation of the necessary management plans and intensive "in situ" training in all technical matters related to sustainable forest management and administrative/accounting aspects followed by legal processes to register the enterprises. Most communities may require longer periods of continuing technical support and monitoring.

These projects should heavily emphasize their social components.

**e. The organizational aspects of the projects**

The organizational structures of the three projects were all similar with a project coordinator, national consultants and some administrative personnel of the Executive Agency. Its internal monitoring was carried out by a classical Steering Committee constituted by representatives of ITTO, the Executing Agency, the National Environmental/ Forestry Institution and a representative of a local Authority. Technical support and advice was normally provided by a Technical Advisory Board.

In many projects the organizational structure is a rather complex subject of discussion as each project has unique characteristics and the design of an organizational structure should consider the organizational environment, the project characteristics and the level of authority of the project manager. The most efficient structure seems still to be the "project based structure" where the project manager has a considerable level of authority and control the project resources; personnel are specifically assigned to the project and report directly to the project manager.

For a sub-regional or regional project the management should be conducted by an international organization under agreement with each country.

**f. Follow-up and evaluation practices**

It is quite evident that follow-up is still necessary to the three projects; maybe could be a second phase or even new projects to continue assisting the countries to implement the forest strategy for the Darien, to monitor the impact on the Chepigana Forest Reserve and its buffer zone, or the Comarca of Embera-Wounaan, to monitor and assess the permanent research plots in Guaviare, to ascertain the increase in the livelihood of the communities in Darien or Guaviare or even to provide additional assistance to the Federation of Rural Producers (FEPACHEDA) in Darien and to the community based enterprise Ne Drua.

A sub-regional project covering all or most of these issues would certainly benefit member countries. The project should have well-conceived objectives covering aspects of interest to all countries such as, combat to illegal extraction and transport of timber, legal techniques and measures to reduce deforestation, tropical forest cover monitoring using remote sensing techniques, commercialization, sustainable forest management of ecological corridors and buffer zones, improved agroforestry practices, forest research, governance and sustainable forest management to some more.

Additionally the establishment of a regional technical network of cooperation on the Contribution of Community Forest Based Development to Sustainable Forest Development would be very helpful to share knowledge and experience, increase communication and disseminate available information.

Mid-term evaluations keep being very useful and necessary mainly in medium and large projects especially if their progress was hampered or not successful as was the case of the first phase of PD 32/99 Rev.2 (F).

On the other hand, Ex-Post evaluations are very necessary but they may lose their effectiveness and impact if conducted after a long time since project termination (at least 3 or more years); the project memory after some time is gradually lost in most institutions with the constant change of administrations, making it every time more difficult to realistically and successfully accomplish the evaluation. On these cases it is recommended to undertake an internal and simple cost/effectiveness analysis to confirm if the ex-post evaluation is for some reason required or is already evident from existing documentation.

**ANNEX I – FEEDBACK FROM PROJECTS MANAGEMENT TO THE EVALUATION**

<b>Respuesta de la administración</b>
Título del Proyecto: Ordenamiento Forestal Productivo para la zona de Reserva Campesina del Guaviare
Número de serie: PD 32/99 Rev. 2 (F)
<b>a. Respuesta general a la evaluación:</b>
El informe de evaluación ex post del proyecto PD32/99 Rev. 2(F) contempla de manera concreta y coherente los aspectos relacionados con la ejecución del proyecto. Una vez revisado por este Ministerio, se realizaron algunas observaciones de forma, las cuales no afectan ni el contenido ni la estructura del documento. Se manifiesta la conformidad con las conclusiones y recomendaciones realizadas por el Evaluador.

*\* Por favor, añadir o eliminar filas/columnas como sea necesario*

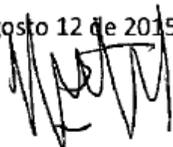
Nombre: **LUIS FRANCISCO CAMARGO FAJARDO**

Cargo: Coordinador Grupo Gestión Integral de Bosques y Reservas Forestales Nacionales- Dirección de Bosques, Biodiversidad y Servicios Ecosistémicos

Institución: Ministerio de Ambiente y Desarrollo Sostenible

Fecha: Agosto 12 de 2015

Firma:



<b>Respuesta de la Administración</b>
<b>Título del Proyecto: EXPANDIENDO EL MANEJO FORESTAL SOSTENIBLE DE LAS TIERRAS FORESTALES DE LA COMARCA EMBERA–WOUNAAN DEL DARIÉN, PANAMÁ. NÚMERO DE SERIE: PD 405/06 REV. 3 (F)</b>
a. Respuesta general a la evaluación:
El informe de evaluación expost del proyecto PD 405/06 Rev. 3 (F), realizada por el consultor Carlos Marx Carneiro, desarrolla de manera organizada, concreta y coherente los aspectos relacionados con la ejecución del proyecto. Una vez realizada la revisión del documento, hemos hecho algunas observaciones de forma y no de fondo para que contribuyan a mejorar el documento. Es de resaltar que estas observaciones no afectan en nada el buen contenido de la evaluación ni la estructura utilizada en la elaboración del mismo. Deseamos expresar nuestro aval y conformidad con las conclusiones y recomendaciones a las que llegó el consultor evaluador.

Nombre: **FÉLIX MAGALLÓN GONZÁLEZ**

Cargo: Ingeniero Forestal del Departamento de Manejo y Desarrollo Forestal de la Dirección de Gestión Integrada de Cuencas Hidrográficas.

Institución: Ministerio de Ambiente

Fecha: 31 de agosto de 2015.

Firma: 

<b>Respuesta de la Administración.</b>
<b>Título del Proyecto:</b> Producción Forestal Sostenible y Conservación con Participación Comunitaria en la Reserva Forestal de Chepigana de Darién, Panamá.
<b>a. Respuesta General a la evaluación:</b>
En revisión y análisis efectuado al Informe de evaluación ex post del proyecto PD482/07 Rev. 2 (F), se concluye que el mismo contempla de manera amplia, precisa y coherente, los aspectos relacionados con la ejecución del proyecto en referencia. Luego de revisado el informe por el Ministerio de Ambiente, se realizaron algunas observaciones más de forma que de contenido, en consecuencias las mismas no afectan en lo absoluto, ni el contenido ni la estructura del documento. Por tanto se manifiesta la conformidad con las conclusiones y recomendaciones realizadas por el evaluador.

Nombre: FÉLIX MAGALLÓN.

Cargo: Departamento de Desarrollo y Manejo Forestal

Institución: Ministerio de Ambiente

Fecha: Agosto 26 de 2015

  
Firma