

**PROJECT INFORMATION DOCUMENT (PID)  
APPRAISAL STAGE**

Report No.: AB1789

<b>Project Name</b>	Colombian National Protected Areas Conservation Trust Fund
<b>Region</b>	LATIN AMERICA AND CARIBBEAN
<b>Sector</b>	Forestry (40%);Water supply (20%);Agricultural extension and research (20%);Flood protection (10%);Vocational training (10%)
<b>Project ID</b>	P091932
<b>GEF Focal Area</b>	Biodiversity
<b>Borrower(s)</b>	FUNDACION FONDO PARA EL APOYO A LA BIODIVERSIDAD Y LAS AREAS PROTEGIDAS - FUNPAB
<b>Implementing Agency</b>	Fundación Fondo de Apoyo a la Biodiversidad y las Áreas Protegidas Carrera 10 No. 20-30 Piso 2 – Bogota, Colombia Tel.: (57 1) 243 41 74 Fax: (57 1) 243 41 74 anabeatrizbc@yahoo.com
	Fundación Fondo de Apoyo a la Biodiversidad y las Áreas Protegidas Carrera 10 No. 20-30 – Bogota, Colombia Tel.: (571) 283 08 50 Fax: (571) 283 08 50 anabeatrizbc@yahoo.com
<b>Environment Category</b>	<input type="checkbox"/> A <input checked="" type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> FI <input type="checkbox"/> TBD (to be determined)
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<b>Date of Board Approval</b>	March 30, 2006

### 1. Country and Sector Background

Colombia is among the world's five richest countries in terms of biodiversity (Mittermeier, 1998). With an area of 1.1 million square kilometers, Colombia represents only 0.8% of the world's surface, yet houses 15.0% of all known terrestrial species. The country possesses 18 ecological regions (WWF/World Bank Report, 1996), the second highest of any country in Latin America, and 65 ecosystem types (Humboldt Institute, 1998).

Protected Areas (PAs) of various categories and collectively-owned ethnic territories represent 37% of Colombia's territory (see Annex 1). A high proportion of this natural endowment is contained in a National Natural Parks System (NNPS) comprising 51 National Parks. Other PA types and collectively-titled ethnic territories, the latter of which are not legally considered PAs, represent enormous potential for biodiversity conservation and sustainable use. All such areas can potentially form a more inclusive and comprehensive National Protected Areas System (NPAS).

The National Parks Administrative Unit (UAESPNN) is in charge of coordinating the establishment and consolidation of the NPAS, seeking to: i) increase the representation of ecosystems contained in the

National Natural Parks System, ii) validate various PA management categories seeking local benefits, and iii) incorporate social and cultural considerations into territorial and environmental ordering strategies.

Despite important advances in Colombia's environmental legal framework and institutional capabilities, several factors limit the effectiveness of biodiversity conservation in the NPAS. Such issues include: (i) pressures on natural resources due to widespread poverty and unsustainable production models; (ii) financial constraints; (iii) scarce inter-institutional coordination; (iv) low levels of community organization, and (v) minimal local benefits derived from economic activities linked to conservation initiatives.

The Project's establishment of Fundación Fondo de Apoyo a la Biodiversidad y las Áreas Protegidas (FUNBAP), which will operate a Conservation Trust Fund (CTF) and execute capacity-building projects in the NPAS, will address these ongoing threats and support the PA system's long-term financial sustainability. First, FUNBAP's visibility, efficiency and transparency are expected to leverage significant national and international resources to counteract the National Park System's financial constraints. Second, FUNBAP's wide representation on its management board will promote higher levels of inter-institutional coordination and transparency. Third, FUNBAP will finance conservation and sustainable production activities according to local economic needs in each area of intervention. Finally, the Project will support decentralized activity execution in each project area through local execution committees to disseminate project objectives and experiences.

The project supports enlarged Conservation Mosaics (CM)<sup>1</sup> rather than just "core" PAs due to ecological considerations and to Colombia's persistent social conflict. The Project is designed to work with buffer zone and rural communities, supporting increased community participation in local environmental planning. Additionally, CM' management strategies may include sustainable production schemes, such as bio-commerce and eco-tourism, seeking local benefit generation and local appropriation for conservation strategies.

Project design is responsive to Colombia's context of violence and insecurity. It is impossible under current conditions for the UAESPNN to impose conservation mandates that are opposed to local interests. The Project is designed to work with buffer zone and rural communities, supporting increased community participation in local environmental planning and building upon the UAESPNN's longstanding experience in the Policy of Social Participation in Conservation. Therefore, the generation of local benefits and active local stakeholder participation are essential ingredients in this Project, as is the support for manual illicit crop eradication (see Annex 21). Hopefully, participatory and sustainable conservation initiatives developed in this Project will contribute to peace building efforts.

## 2. Objectives

The project supports the objective of Strategic Priority (SP) 1 "Catalyzing Sustainability of Protected Areas" through a comprehensive intervention that will: (a) establish a long-term financing mechanism for key protected areas in Colombia, the Protected Areas Conservation Trust Fund (FUNBAP), and (b) test and develop new PA management strategies and conservation practices in 14 CMs, to encompass National Parks, buffer zones and surrounding landscapes.

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<sup>1</sup> While "corridors" are usually defined based on biological considerations, Conservation Mosaics (CMs) are defined in this proposal as networks of protected areas and complementary landscapes (see annex 19). CMs seek to build upon existing social and institutional arrangements in order to ensure the fulfillment of conservation and local benefit objectives. Working with CMs emphasizes the need to complement National Parks with other management and conservation strategies, while promoting the sustainable use of biodiversity and local development through benefit sharing and use agreements with local communities.

Due to its coverage of selected PAs located in various geographic regions, the project contributes to GEF Operational Program objectives relating to the conservation and sustainable use of biological diversity, resources under threat and endemic species in: (i) OP 2 -coastal, marine, and freshwater ecosystems; (ii) OP 3 - forest ecosystems, and (iii) OP 4 - mountain ecosystems.

Global biodiversity benefits of the Project would result from: (i) consolidating National Parks and other PA categories containing biodiversity of global importance; (ii) complementing original design failures in National Parks by seeking consolidation and connectivity between PAs and their surrounding landscapes, and (iii) making regional ecosystems more resilient and persistent in the face of additional threats, such as Climate Change, through the creation of CM.

The Country Assistance Strategy's (CAS) principal directive is to support economically and ecologically sustainable development for national reconciliation and durable peace. The Project will contribute to this objective by: (i) promoting globally important biodiversity conservation and sustainable use; (ii) supporting participatory environmental management plans that address root causes of natural resource degradation and reduce conflict over unsustainable resource exploitation in protected areas; (iii) undertaking community-led initiatives in PAs and complementary landscapes that contribute to environmental territorial ordering and regional development, and (iv) supporting the formation of social capital and increasing institutional capabilities. The Project has been specifically included in the CAS: "The National Parks Fund Project, financed by a grant from the Global Environment Facility, will complement a creative portfolio of natural resources management projects, strengthening protected areas and ensuring environmental services that provide water to 25 million Colombians and support the nation's hydropower generation".

### 3. Rationale for Bank Involvement

The project supports the creation of innovative, specialized financing vehicles with resource leveraging potential. FUNBAP will contribute to the environmental sector's financial sustainability, institutionality, coordination and visibility, supporting the consolidation of the National Protected Areas System (NPAS). FUNBAP will also improve governance, coordination, cost-effectiveness of resource execution and quality of reporting.

The proposed project is a strategic vehicle to scale up Bank involvement in Colombia. The Project will guarantee government baseline funding for selected National Parks' recurrent costs, building upon existing resources and improving their effectiveness. Colombia is implementing an active GEF/WB portfolio supporting specific National Parks and sustainable production in rural landscapes. However, no project has supported the NPAS or adequately developed long-term financial sustainability mechanisms. This project would capitalize on past Bank/GEF investments, increasing Bank leverage in terms of policy dialogue and domestic and international financing.

Additionally, the GEF/WB have a well-recognized comparative advantage in creating and capitalizing CTFs. Active donors in Colombia look to the WB-GEF to lead this type of initiative. Best practices are widely available and are being applied to the fund's design. The WB Project team includes specialists in trust fund development with expertise in Brazil, Mexico, Bolivia and Ecuador.

### 4. Description

The Project Development Objective is to support the consolidation of the Colombian National Protected Areas System by launching a Conservation Trust Fund. The fund will be administered by a private-sector foundation established by the Project (FUNBAP), designed with a public-private board composition and a

mandate to execute public-sector conservation policies related to the NPAS<sup>2</sup>. FUNBAP will contain a mixed composition of endowment and sinking funds; while the endowment will support incremental, recurrent costs in the NPAS, FUNBAP will also execute direct investments in selected Protected Areas and complementary landscapes.

The Project proposes two innovative arrangements. First, the Project adopts the concept of CM to scale up landscape biodiversity conservation in PAs.<sup>3</sup> While this is not a new concept in Colombia (see Annex 19), the pilot experiences developed in the Project will promote cooperation agreements for CM management, create local execution committees in each mosaic and transfer the responsibility of project activities to local stakeholders, seeking sustainable use and conservation arrangements that are tailored to local needs and specific ecological conditions. The application of the CM concept allows the Project to: i) manage endangered species located within rural productive landscapes<sup>4</sup>, ii) fill ecosystem representation gaps, iii) gain social legitimacy and governance through sustainable natural resource use agreements, and iv) support the linkages between conservation activities and local territorial development plans<sup>5</sup>.

Second, a competitive selection process will be undertaken during PY3 whereby PAs belonging to CMs will be rated according to their resource execution and consolidation capabilities. Project PAs with the highest ratings will sign on to the Endowment to receive financial resources to perpetuity to cover their incremental, recurrent costs.

It is important to note that the NPAS law, to be drafted by the UAESPNN and the Environment Ministry, depends on congressional approval and is outside of the Project's scope. Project activities have been designed and may be undertaken under current legislation, which awards legal validity and autonomy to various PA categories. Once approved, the NPAS law will be developed within the existing regulatory framework, respecting ethnic group and private property rights as framed in the current constitution.

Key Project outcome indicators are:

- (i) the FUNBAP established and operational, with at least US\$15 million in its endowment account;
- (ii) at least 2 million hectares of core conservation areas (National Parks) and 20% of the surrounding territories within the respective CM under improved management systems;
- (iii) CM POAs arising as a result of an integrated planning process linking NP objectives and surrounding landscapes' development plans in project areas by PY5;
- (iv) 90% of baseline natural vegetation cover maintained in core conservation areas, and
- (v) Improve ecological connectivity in at least 3 delimited CM.

Total Project cost is US\$42.4 million. The Project will have three components: (i) Capitalization and Consolidation of the CTF; (ii) Conservation Mosaics Program, and (iii) Project Management and Institutional Coordination.

## 5. Financing

Source:	(\$m.)
<b>BORROWER/RECIPIENT</b>	<b>27.4</b>

<sup>2</sup> The proposed fund institutional structure, described in Annex 18, finds support in Colombian legislation.

<sup>3</sup> This proposal is in line with the current recommendation of scaling-up conservation at the landscape level (World Conservation Union) [www.iucn.org](http://www.iucn.org)

<sup>4</sup> The Conservation and sustainable use of biodiversity in the Andean Region project (GEF Andes) is developing concepts and tools for biodiversity management in rural landscapes.

<sup>5</sup> The UAESPNN has important experience in the promotion of sustainable productive systems for conservation in buffer zones of National Parks (Ecoandino Project, see Rojas, A. Ed. (2005).

## 6. Implementation

The GoC decided to create FUNBAP as a new foundation operating under the private-sector legal regime, with majority representation from private sector board members, while containing public sector board members and executing public-sector policies. (See Annex 18 for a detailed description of FUNBAP, its objectives and legal structure).

FUNBAP will be the Project's grant recipient and executing agency. FUNBAP's responsibilities will include: (a) Project activity supervision; (b) procurement of goods and contracting services needed for Project execution with GEF grant resources; (c) Project financial execution and accounting; (d) technical and administrative monitoring and overview; (e) fundraising and (f) establishing and operating the various investment accounts.

FUNBAP's structure will be established considering all technical, operational, administrative and financial capacities required to accomplish in the most efficient and effective way the mission for which it was created. This will be made possible through a carefully designed structure and in the selection of its key personnel. FUNBAP since its beginning should be visionary towards its role and sustainability in the country; therefore, acquiring strong know-how and institutional capacity is of top priority.

A *grant agreement* will be signed between the World Bank (as implementing agency for the GEF), FUNBAP, the National Parks Administrative Unit (UAESPNN, as representative for the Ministry of the Environment, Housing and Territorial Development, or MAVDT, and as NPAS Coordinator), and the Presidential Agency for Social Action and International Cooperation (APASCI).

An *implementation agreement* between UAESPNN and FUNBAP will be drafted prior to negotiations and signed prior to disbursement. The UAESPNN is responsible for: i) NP POA elaboration and the submission of selected items for financing by FUNBAP; ii) coordination and supervision of Project activities in NPs; iii) supporting FUNBAP in its coordination of a participatory process with stakeholders to delimit, define activities and objectives in project CM; iii) executing activities related to the NPAS's institutional consolidation; iii) monitoring Project implementation and conservation impact in NPs; iv) participation in the Project Steering committee and in FUNBAP's Board of Directors, and v) coordination of fundraising efforts to finance the National Parks System with FUNBAP. This arrangement will also define the coordination of fundraising efforts to finance the National Parks System. UAESPNN will define POAs for each NP, in accordance with its institutional function. FUNBAP will approve partial financing of these POAs following UAESPNN's request for disbursement to FUNBAP. FUNBAP's POA will include aspects to be financed in National Parks and activities to be financed in the surrounding landscapes forming part of the CM.

Upon the formation of local execution committees in each CM and the signature of voluntary cooperation agreements, FUNBAP may sign *subsidiary agreements* with organizations forming part of these local execution committees for the sub-execution of project activities (see Annex 6). Beneficiary organizations must be duly registered and eligible by the WB to receive funds and execute activities, as well as possess prior project execution experience. Organizations will potentially include: Regional Autonomous Corporations, territorial entities, ethnic authorities, NGOs and grassroots organizations. A model agreement is included in the Project Operational Manual.

## 7. Sustainability

The GoC's commitment to the PA system's consolidation is reflected in: (i) the debt-for-nature swap agreement negotiated with the U.S. government, which was diverted from national anti-drug efforts; (ii) commitments made during the 7<sup>th</sup> COP; (iii) expressed support on the part of the Environment Ministry to negotiate additional debt swap agreements and seek additional resources for the FUNBAP endowment, and (iv) UAESPNN's commitment to obtaining an NPAS law.

**Financial sustainability** is central to Project design. FUNBAP will contribute to long-term sustainability by leveraging national and international resources, seeking new debt swap agreements and managing financial portfolios using a diversified, low-risk investment strategy. Additionally, FUNBAP will seek other local financing sources from payments for environmental services (PES), tax exemptions and bio-commerce, building upon the NNPS's Financial Sustainability Strategy.

**Social sustainability** of Project activities will be achieved through high levels of community participation in PA conservation and management, local capacity-building and sustainable natural resource use alternatives. Specifically, the Project will support: (i) local execution committee establishment, activity planning and execution; (ii) co-management schemes in PAs overlapping with ethnic territories; (iii) sustainable production sub-projects and economic incentives to reverse inadequate land use and poverty, and (iv) participatory MP implementation. The voluntary nature of Project agreements will generate greater social legitimacy and governance in CMs.

The Project will promote **institutional sustainability** through the following activities: (i) institutional strengthening in Project areas; (ii) greater coordination between National Environmental System institutions, (iii) public-private partnerships for conservation, and (iv) decentralized activity execution. FUNBAP is being designed to support UAESPNN's execution capabilities. The Project will also support the consolidation of FUNBAP as a long term mechanism: by guaranteeing: i) greater agility, transparency, capacity, and flexibility in resource investment and management; ii) decentralized and participatory resource management, and iii) a prudent operational cost and income structure, whereby during the start-up phase additional donations may be charged competitive management fees and, once fully capitalized, the Fund may generate sufficient financial returns to cover its own operational costs.

**Replicability** will be achieved through various mechanisms supported by the Project. In FUNBAP, mechanisms will be designed to guarantee transparency and cost-effectiveness, attracting follow-on contributions. In the NPAS, pilot experiences in selected areas, accompanied by standardized monitoring and reporting of lessons learned, will support the replicability of project outcomes in other areas throughout the PA system. Additionally, the Project will support regional PA system committees to promote coordination and exchange at a regional level.

## 8. Lessons Learned from Past Operations in the Country/Sector

**CTF Best Practices.** International experience points to the benefits of CTFs: they promote funding and planning of environmental activities, leverage long-term resources for conservation, promote resource coordination and strengthen institutional mechanisms. Key lessons applied to the Project are that funds should have independent legal structures, wide and qualified board membership and stable objectives in order to withstand volatile political environments.

The GEF is the premier financing agency for conservation trust funds, supporting 23 CTFs around the world and investing US\$595.6 million over the past 10 years. Best practices and lessons learned from related projects have been incorporated in FUNBAP's legal and operational structure, including:

- Clear and measurable goals and objectives and a results-oriented management culture;

- Active board members who are prepared to commit their time, engage in fund policy-making and leadership and build support with varied constituencies;
- Harmonization between the fund and national environmental policies and commitments;
- Competent staff, especially a strong Executive Director;
- Strong technical and financial capabilities and effective use of training, mentoring and technical assistance resources to build capacity.
- Constructive relationship with government agencies and other relevant organizations;
- Financial and administrative discipline, combined with program flexibility and transparency;
- Wide stakeholder involvement;
- Long-term financial and institutional sustainability, and
- Prudent endowment fund management, including: competitive Asset Manager selection, a diversified investments portfolio, high-quality reporting, and oversight by fund and board.

**Local Community Participation and Co-Execution.** The importance of involving local communities in project formulation and implementation is the main lesson learned from previous and ongoing UNDP and WB-GEF projects in Colombia. Experience in the **Matavén** and **Naya** GEF-MSPs demonstrates the positively reinforcing relationship between local land governance and biodiversity conservation. The **WB Productive Alliances Support** project implemented an effective, decentralized project implementation model. The **WB Peace and Development** project contains decentralized project execution, with local committees deciding investment priorities, submitting annual work plans and executing resources. The **UAESPNN** has also obtained experience in participatory management strategies and Management Plans in the NNPS through its social policy of participation in conservation.

**Sustainable Natural Resource Management.** The **WB/GEF-FSP Conservation and Sustainable Use of Biodiversity in the Andes Region** Project is implementing conservation and sustainable production activities in rural landscapes. Directly relevant to the Project is the application of biological corridors and incentives to promote biodiversity-friendly activities in agricultural production systems. Similarly, the **WB/GEF-FSP Regional and Integrated Silvopastoral Approaches to Ecosystem Management Project** pays and provides technical assistance to livestock producers who undertake biodiversity-friendly land use changes. This project has demonstrated that PES have been successful in promoting biodiversity-friendly land use changes. Finally, the **UAESPNN** has signed 112 local use agreements with buffer zone communities for sustainable natural resource use and conservation, in coordination with CARs and other entities.

**PA Consolidation.** The **Andes** Project contains a PA Component consolidating NPs, regional PA systems and civil society reserves. Lessons learned from this component include: (i) MPs are useful to promote conservation in NPs; (ii) activities executed by NPs demanded supervision, but contributed to UAESPNN’s management capabilities; (iii) NPs achieving the best levels of consolidation have obtained higher levels of community participation; (iv) the PSPC has been a fundamental tool for the execution of National Park and buffer zone activities, and (v) the private reserve network (ARRNSC) has contributed significantly to the creation of new PAs, surpassing MTR expectations.

## 9. Safeguard Policies (including public consultation)

<b>Safeguard Policies Triggered by the Project</b>	Yes	No
<a href="#">Environmental Assessment (OP/BP/GP 4.01)</a>	[X]	[ ]
Natural Habitats ( <a href="#">OP/BP 4.04</a> )	[ ]	[X]
Pest Management ( <a href="#">OP 4.09</a> )	[X]	[ ]
Cultural Property ( <a href="#">OPN 11.03</a> , being revised as OP 4.11)	[X]	[ ]

Involuntary Resettlement ( <a href="#">OP/BP 4.12</a> )	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Indigenous Peoples ( <a href="#">OD 4.20</a> , being revised as OP 4.10)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Forests ( <a href="#">OP/BP 4.36</a> )	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Safety of Dams ( <a href="#">OP/BP 4.37</a> )	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Projects in Disputed Areas ( <a href="#">OP/BP/GP 7.60</a> )*	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Projects on International Waterways ( <a href="#">OP/BP/GP 7.50</a> )	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Environmental Assessment (OP 4.01).** The Project is classified as Category B, requiring some type of Environmental Analysis (EA) but not a full-scale Environmental Impact Assessment. The proposed Project is aimed at supporting environmental conservation and improving capabilities in selected CM to arrest and reverse trends of degradation and biodiversity loss. The consolidation of strict conservation areas, added to the support of biodiversity-friendly production systems, is expected to reduce existing threats to effective conservation in NPs and increase their social and economic sustainability.

The Project should be largely positive to environmental conservation as it will: (i) not develop infrastructure generating environmental impact to PAs; (ii) focus on conservation-related activities, and (iii) support biodiversity-friendly production and ecotourism sub-projects. Local execution committees in each CM will be responsible for environmental impact screening, to be supervised by FUNBAP's Technical Unit. The Project OM further defines procedures and mitigation measures for environmental impacts arising directly or indirectly from Project execution.

**Forests (OP 4.36).** The Project is fully consistent with the Bank's Forests policy. It will not cause, nor facilitate, any significant loss or degradation of forests. However, there is a minimal likelihood that the Project lead directly or indirectly to the conversion of forests through inadequate activities in PAs, indirect impacts on PAs from contiguous sustainable production systems, anthropogenic impact from ecotourism, and the inadequate use of endangered or otherwise restricted species. Local execution committees will be responsible for potential environmental impact screening and identification and supervised by FUNBAP's Technical Unit. If necessary, the implementation of specific mitigation measures will be undertaken by local execution committees; such procedures are detailed in the Project OM.

**Pest Management (OP 4.09).** The project is fully consistent with the Bank's IPM Policy. The Project will support the use of biological or environmental control methods and reduce reliance on synthetic chemical pesticides within CM. When this is not feasible, FUNBAP finance the use of pesticides for control of disease vectors, following IPM Bank application. FUNBAP will be responsible for the application of the Bank's IPM, which will include training in pest management for agricultural producers in project areas.

**Cultural Property (OPN 11.03).** Some of the conservation areas to be supported under the project contain archaeological, historical, or other cultural patrimony. Chance finds or known cultural sites affected by the project will be referred to the appropriate government agency that deals with antiquities and cultural heritage. In order to mitigate risks, FUNBAP will support studies to properly identify key sites and design measures to help protect them, included in the Project Operational Manual.

**Involuntary Resettlement (OP 4.12).** No involuntary resettlement of any people will take place under the Project. Restriction of use is only likely to occur in the event that a PA management plan requires it (e.g. prohibitions on fishing, hunting or gathering). A Process Framework was prepared as mandated by this policy in local execution committees will define project execution mechanisms and process frameworks if such practices involve the restraint of resource use. FUNBAP will be responsible for

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\* *By supporting the proposed project, the Bank does not intend to prejudice the final determination of the parties' claims on the disputed areas*



coordinating the application of this policy and the procedures outlined in the event of any conflict of use; detailed procedures are outlined in the Project OM.

**Indigenous Peoples (O.D. 4.20).** Three NPs overlap or adjoin indigenous territories, known as *resguardos*. The Project will not cause any adverse effects on Indigenous Peoples residing in or near Project areas. Nevertheless, some indigenous peoples may not feel adequately consulted or represented by their leaders in the execution of project activities and/or agreements with indigenous communities. The team is preparing a Process Framework, included in the Project OM, describing the measures taken to ensure there is no impact on indigenous groups, and outlining potential conflict resolution mechanisms in the unlikely event that conflicts arise.

In accordance with the Bank's policy on Disclosure of Information (BP 17.50), copies of all relevant Safeguard documents, including the Environmental Assessment Report and Process Framework, are available for public viewing at UAESPNN's office (Cra. 10 # 20-30, Bogotá) and on its website ([www.parquesnacionales.gov.co](http://www.parquesnacionales.gov.co)).

## 10. List of Factual Technical Documents

1. "Parks with the People", Social Policy of Participation in Conservation, UAESPNN
2. "Methodological Route for Management Plans", UAESPNN
3. "Strategy for Sustainable Systems for Biodiversity Conservation", Sustainable Development Project – Ecoandino.
4. "Management Plans and Strategic Plans for Action" for selected National Parks, UAESPNN
5. "Analysis of Effectiveness for Selected Parks: AEMAPPS", WWF-UAESPNN.
6. Manual de procedimientos para obras de infraestructura y arquitectura bioclimática
7. "Propuesta del Sistema de Monitoreo y Evaluación para el Proyecto GEF, articulado al Sistema de Monitoreo Impulsado por la Unidad de Parques"
8. Financial models for FUNBAP sinking and endowment accounts
9. Environmental Assessment
10. Social Assessment
11. Indigenous Peoples Assessment
12. Resettlement Assessment
13. Comparative Study on Conservation Trust Funds in Latin America: "Análisis jurídico de los distintos mecanismos de constitución de fondos para conservación en Colombia y América Latina" (tabla comparativa), Consorcio Guerrero&Calixto - Consultores Asociados 2005
14. "Proposal for Legal Constitution of FUNBAP: Marco Jurídico para la creación y puesta en marcha del Fondo para la Conservación de las Áreas Protegidas en Colombia", Consorcio Guerrero&Calixto - Consultores Asociados 2005.
15. Bio-climatic Architectural Manual for Facilities built within the NNPS
16. Stakeholder Consultation Process Documents for the Constitution of FUNBAP
17. Carriazo, F., Ibañez, A.M. y García, M., (2003). Valoración de los beneficios económicos provistos por el Sistema de Parques Nacionales Naturales: una aplicación del análisis de transferencia de beneficios. Fedesarrollo - Universidad de los Andes. UAESPNN - MVDT. Bogotá.
18. List of Potential Donors, prepared by UAESPNN
19. Tobón (2003) "Estrategia para el manejo del conflicto interno en el SPNN", Informe Final, Programa de Fortalecimiento Institucional, Unidad de Parques Nacionales.
20. "Estrategia integral y diferencial para el manejo de los asentamientos y usos ilícitos en áreas del Sistema de Parques Nacionales Naturales y sus áreas amortiguadoras"; Unidad de Parques Nacionales, 2004.

21. *Implementación de la estrategia financiera para el Sistema de Parques Nacionales Naturales de Colombia 2002 – 2005*. PFI - Parques Nacionales Naturales de Colombia, 2005.
22. Project Operational Manual
23. FUNBAP By-Laws

11. Contact point

Contact: Juan Pablo Ruiz

Title: Natural Resources Mgmt. Spec.

Tel: 5280+233

Fax: 5280+270

Email: [Jruiz@worldbank.org](mailto:Jruiz@worldbank.org)

Location: Bogota, Colombia (IBRD)

12. For more information contact:

The InfoShop

The World Bank

1818 H Street, NW

Washington, D.C. 20433

Telephone: (202) 458-5454

Fax: (202) 522-1500

Web: <http://www.worldbank.org/infoshop>