

# Conservation Incentives for Territorial Management and Mitigation of Socio-environmental Conflicts Project



Foto: María Claudia Fandiño Orozco

## Summary of achievements and lessons



Reino de los Países Bajos



Foto: Victor Galindo

## CONSERVATION INCENTIVES PROJECT: SUMMARY OF ACHIEVEMENTS AND LESSONS

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A photograph of a rural village scene. In the foreground, a young child in a light blue shirt and dark shorts is walking away from the camera. The background shows several traditional houses with corrugated metal roofs and wooden walls. A large tree with green leaves is in the upper left corner. The scene is set in a hilly, forested area.

## Acknowledgements

Around 60 national, regional and local public, private and community institutions participated in the Conservation Incentives Project (CIP) as partners and allies of the different processes and activities developed.

Fondo Patrimonio Natural gives special recognition to said institutions, as well as to all of the people and members of the indigenous, Afro-Colombian and peasant communities who actively participated in the challenge of putting conservation incentives into practice in the varied territorial contexts addressed by the CIP, contributing their abilities, enthusiasm and commitment to the advancement of the processes and to the achievement of the jointly established goals. The Fund also expresses its gratitude to the organizations and institutions with which it worked in partnership for the purpose of contributing to the generation of conditions for the political, financial and institutional continuity of conservation incentives in the country.

The Fund also thanks everyone who participated on Patrimonio Natural's technical and administrative teams, in particular the CIP's consultants, for their contributions, their great dedication, and their commitment to the development of the Project.

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Photo: Maria Claudia Fandiño Orozco

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## Introduction

This document is a summary of the main processes, results and lessons derived from the execution of the Project Conservation Incentives for territorial Management and Mitigation of Socio Environmental Conflicts (Conservation Incentives Project PIC) during the years 2009-2014 in partnership with several institutional and community actors, and

with the financial support of the Embassy of the Kingdom of the Netherlands.

The Conservation Incentives Project (CIP) began in 2009 to further the Embassy of the Kingdom of the Netherlands' interest in continuing the cooperation that it has provided to Fondo Patrimonio Natural since 2007, which is aimed at consolidating the Fund's strategic lines in relation to the design and structuring of instruments, mechanisms and strategies to strengthen conservation funding alternatives.

The growing interest internationally and, specifically, of the Embassy, in Payments for Environmental Services (PES) led to the conception and formulation of this project, which proposes to explore a variety of incentives that go beyond the PES concept and that might be applicable and functional in the different Colombian territorial contexts, including, especially, the peasant communities and the collective territories of indigenous and Afro-Colombian collectives, where a large part of the country's biodiversity can be found.

Photo: Maia Claudia Fandiño Orozco

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## 6 | Conservation Incentives Project CIP | Summary of achievements and lesson

For the Embassy, as the cooperating funding entity, and Patrimonio Natural, as executor of the Project, one of the main motivations for carrying out this set of initiatives was that they could be conceived as an opportunity to contribute to environmental public policies, in particular the development of the National Strategy for the Payment for Environmental Services, the National REDD Strategy, the Financial Sustainability Strategy for the Colombian Amazon, and the financial sustainability strategy for the National System of Protected Areas (SINAP), among others. In addition, this project has represented an important opportunity for Patrimonio Natural to test the development of these instruments, which are set forth in various national regulatory and policy frameworks, but in reality have been only minimally implemented on the ground.

incentives that were offered in different regions of the country and at different levels of intervention, with an emphasis on two main aspects: hydrological environmental services and environmental services associated with biodiversity and forests. These experiences were complemented by a set of activities aimed at creating conditions for the political, financial and institutional continuity of these and future interventions.

and lessons for the development of economic instruments, such as conservation incentives. It is expected that the fruits of this work and the lessons learned will contribute to the processes for defining relevant public policies, as well as the initiatives of regional and local actors who are interested in the development of these instruments.

The execution of this project generated valuable advances

**Photo:** Jaime Castellanos

*It is expected that the fruits of this work and the lessons learned will contribute to the processes for defining relevant public policies, as well as the initiatives of regional and local actors who are interested in the development of these instruments.*

This summary discusses the main results of the CIP in relation to the conservation





# Chapter 1

## The Conservation Incentives Project: general aspects

Photo: Abdul Jimenez

## Background

In December 2008, the Embassy of the Kingdom of the Netherlands and the World Bank signed an Administration Arrangement for the administration of a grant awarded by that country for the development of the Project Conservation Incentives for Territorial Management and Mitigation of Socio-Environmental Conflicts,<sup>[1]</sup> which Fondo Patrimonio Natural was responsible for executing. In April 2009, Grant Agreement 094084 was formalized between the World Bank and Patrimonio Natural for the execution of the Project. This agreement was closed in April 2011, and since then Patrimonio Natural executed the Project directly through a Contribution Agreement with the Embassy, whose term was extended until September 2014.

The Project was developed in two phases. The first, the

Project's planning phase, which covered the first seven months, involved defining in detail action lines in selected territories for each component, as well as respective work agreements and execution schemes for the development of the Project. The execution phase of the Project was carried out between June of 2010 and September of 2014.

## Objectives

The general objective of the CIP is "to contribute to the conso-

lidation of land use planning processes through the development of incentive schemes for environmental services in strategic areas for the conservation of biodiversity, and as a contribution to the financial strategy of the National System of Protected Areas."

This general objective was pursued through three components. The first is related to the development of conservation incentives for hydrological environmental services in the form

Photo: Maria Claudia Fandiño Orozco

*The general objective of the CIP is "to contribute to the consolidation of land use planning processes through the development of incentive schemes for environmental services in strategic areas for the conservation of biodiversity, and as a contribution to the financial strategy of the National System of Protected Areas."*

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## Infographics 1 Project's technical components



<sup>1</sup> The full name of the Conservation Incentives Project (CIP)



# Conservation Incentives Project

## Component 1

### Instruments involving Payments for Hydrological Environmental Services (PSAH)

Decrease socio-environmental conflicts and generate well being in the peasant communities living in the watersheds of the Andean region.

## Component 2

### Conservation incentives for environmental services associated with biodiversity and forests

Strengthening culture, well being and governance of the Indigenous and Afro communities of the Amazon and the Pacific.

## Component 3

### Institutional conditions

Strengthening of institutional and community capabilities

Establishment and consolidation of key opportunities for the interinstitutional exchange of information and coordination

Institutional and community alliances

### Political, financial and institutional conditions for the development and continuity of the conservation incentives

### Political conditions

Development of environmental and sectoral policies that will be instrumental in generating sustainable financing for natural areas of strategic importance, seeking the co-responsibility of non-environmental sectors.

### Financial conditions

Financial sustainability strategies and mechanisms.



*Patrimonio Natural acted as leader and general coordinator of the CIP. Different national, regional and local institutional and social actors participated in the Project's execution plan.*

**Photo:** Nicolas Osorio

of Payments for Hydrological Environmental Services (PSAH, in Spanish), in the upper parts of the Andean region's river basins inhabited by peasant communities. The second component entails the exploration and development of conservation incentives for environmental services associated with biodiversity and forests for indigenous and Afro-Colombian ethnic communities in the Colombian Amazon and Pacific region. Finally, the third component seeks to gene-

rate institutional, financial and political conditions for the continuity of the experiences developed by the Project, as well as the general issue in the country. See infographics 1 in page 9.

### Higher-order objectives

At the time of the formulation of the CIP, the Embassy of the Kingdom of the Netherlands was developing the Environmental Sector Focus Program in Colombia, [2] with respect to which of the international treaties signed by both countries on biodiversity, wetlands and climate change constituted the umbrella for their bilateral cooperation. The CIP was intended to complement the work being carried out by the Ministry of Environment, Housing and Territorial Development (MAVDT) (today the Ministry of Environment and Sustainable Development (MADS)) in the framework of this Program, in

<sup>2</sup> Embassy of the Kingdom of the Netherlands-MAVDT. 2007. Document on the Environmental Sector Program in Colombia 2007-2010. Bogotá, May 2007

the following aspects: a) the strengthening of the managers of the National System of Protected Areas (SINAP); b) the contribution to the environmental and intersectoral agendas being carried out in the Sectoral Program with indigenous peoples and Afro-Colombian communities; c) the development of a component on conservation incentives as funding mechanisms; d) the contribution of territorial management proposals and their coordination with territorial land use schemes, river basin plans and departmental plans for protected areas and water; and e) the exploration and possible implementation of climate change mitigation measures in the country.

### The execution scheme

Patrimonio Natural acted as leader and general coordinator of the CIP, and was responsible to the Embassy of the Kingdom of the Netherlands for its execution. Different national, regional and local institutional and social actors participated

in the Project's execution plan, through the signing of agreements for the implementation of the Project's proposed activities.

By way of illustration, the Project had institutional partners such as the MADS, National Parks, ministries in other sectors, Regional Autonomous Corpo-

rations (CARs) and territorial governments; technical partners with experience in the development of conservation incentives or previous work in the pilot areas such as: Fundación CIPAV, Ecovera, Fundación Natura, Fundación Tropenbos, Fundación Marviva, Fundación Equilibrio and WWF Colombia;

along with local social partners, including the Senior Community Council of Black Communities of Los Riscasles, the Association of Indigenous Authorities of the PANI, and the Agrogüejar, Asgajunín, Agromezon, Asoleonera peasant associations.



Photo: Maria Teresa Palacios Lozano

By way of illustration, the Project had institutional partners such as the MADS, National Parks, ministries in other sectors, Regional Autonomous Corporations (CARs) and territorial governments.



# Chapter 2

**The general focus on  
conservation incentives**

Photo: María Teresa Palacios Lozano

As managed by Patrimonio Natural, the concept of Conservation Incentives includes a variety of economic, financial, institutional and regulatory instruments that are designed to encourage and influence changes in the behavior of economic and social actors with regard to territorial management objectives related to the conservation of nature. These instruments complement the command and control measures and other management actions in the territory.

The development of these instruments was not based on the predominant economic focus. Rather, Patrimonio Natural's vision went beyond the creation or improvement of markets, to a more comprehensive approach that included work on social, political and institutional aspects, conditions that in the experiences developed were complex and difficult to address and that constituted

determining factors for the implementation of these instruments in the field.

Four general working principles were considered as a starting point for the development of the experiences:

- From the outset, involve the regional and local institutional and community environmental authorities, seeking to have these instruments accepted in the territories not as isolated "solutions," but rather as strategies that complemented institutional environmental efforts.
- Proceed on the basis of an understanding that not all incentives are applicable in all territorial contexts, a key principle that supported the exploration of a variety of incentives, based on their relevance and functionality in each territorial context.
- Seek to make an impact on the structural causes of the deterioration of environmental services by promo-



ting changes in attitude with respect to the use of natural resources.

- Promote a sense of appropriation by the recipients of incentives in relation to conservation objectives.
- Propose alternatives for improving the quality of life and well-being of the population in accordance with their vision and culture.

*From the outset, involve the regional and local institutional and community environmental authorities, seeking to have these instruments accepted in the territories not as isolated "solutions," but rather as strategies that complemented institutional environmental efforts.*

**Photo:** Proyecto Biodiversidad FNC-GEF-PNUD



# Chapter 3

# Achievements

Photo: Victor Galindo

## The Instruments Involving Payments for Hydrological Environmental Services (PSAH)

The objective of the first component of the CIP is the design and implementation of incentives for the conservation of hydrological services, or PSAH-type instruments,<sup>[1]</sup> which contribute to the improvement of territorial management and the living conditions of the communities of small peasant farmers.

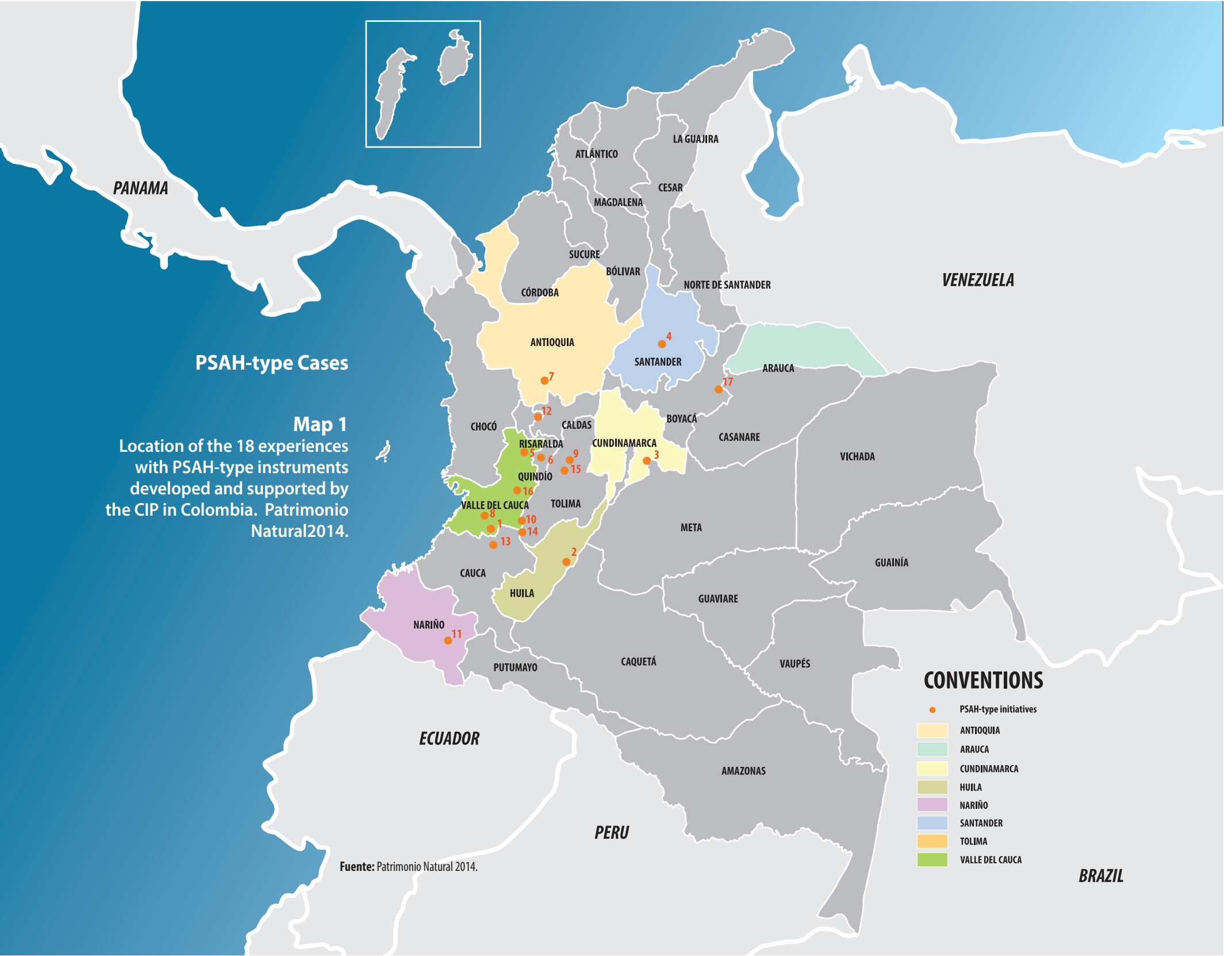
The following aspects were considered for the achievement of this objective: i) generate basic information about water users and hydrological modeling; ii) implement experiences

<sup>1</sup> The PSAH-type instrument is conceived as a critical interface that helps to generate a balance between human activities and nature, resulting in the cessation or resolution of problems through the provision of incentives to farmers, conditioned on the implementation of changes in land use or of means of production that improve the supply and quality of environmental services.

that contribute to the territory's environmental land use planning; iii) generate conditions of sustainability in the schemes, through the consolidation of institutional, community and sector partnerships; and iv) determine the improvement in environmental services and obtain information for making decisions related to river basins.

A total of 18 PSAH-type initiatives were developed and advised throughout the national territory, with an impact on eight departments in the country (Map 1), in aqueduct-supplying hydrographic basin areas, or areas of importance for the provision of environmental services. These experiences led to the signing of a total of 292 conservation agreements with farmers for the application of incentives covering 1,123 hectares of the more than 5,000 that comprise all of the properties involved. The population benefiting from the application of these instruments, including water users in each case, exceeds 900,000 inhabitants.





**PSAH-type Cases**

**Map 1**  
 Location of the 18 experiences with PSAH-type instruments developed and supported by the CIP in Colombia. Patrimonio Natural 2014.

**CONVENTIONS**

- PSAH-type initiatives
- ANTIOQUIA
- ARAUCA
- CUNDINAMARCA
- HUILA
- NARIÑO
- SANTANDER
- TOLIMA
- VALLE DEL CAUCA

Fuente: Patrimonio Natural 2014.

BRAZIL



Following is a summary of the achievements related to the different aspects of the PSAH-type instruments that were developed:

### **Environmental achievements**

A direct impact was achieved on 1,123 hectares, generating connections with strategic areas that provide environmental goods and services, integrated in the productive landscape matrix in each case. Incentives were applied in 16 of the 18 cases supported, since two cases were in the design phase, with the following aggregate indicators:

- 418 hectares in riparian corridors for the connectivity of the forest and the protection of water resources.
- 384 hectares under good agricultural practices negotiated under conservation agreements.
- 115 hectares using sustainable production systems that include trees, shrubs and technologies that reduce negative environmental impacts.
- 206 hectares in additional forest cover.

- Hydrological modeling as a contribution to decision making in seven strategic basins: i) Las Cruces Micro-Basin in San Vicente de Chucurí, Santander; ii) Guavio, Cundinamarca Region; iii) Combeima River Basin, Tolima; iv) San Juan River Basin, Queremal, Municipality of Dagua, Valle del Cauca; v) Cali River Basin, Valle del Cauca; vi) the La Mistela and La Chinagocha Micro-Basins, Municipality of Junín; and vii) Toro Micro-Basin, Municipality of Ansermanuevo, Valle del Cauca.



### **Social Achievements**

- 292 families benefited from the application of the PSAH-type schemes.
- Eleven local organizations,

including NGOs and community aqueducts, were strengthened as operators of the PSAH-type schemes, assuming responsibilities such as implementing, monitoring, and signing conservation agreements and granting incentives.

- 914 people, including farmers and professionals, enrolled in training on the subject of conservation-related economic instruments.



Photos: Abdul Jimenez

### **Economic Achievements**

- A total of \$393,050,000 was managed with plan participants and delivered to farmers as in-kind incentives under the conservation agreements.
- The total value of the Project in the 18 cases amounted

to \$4,496,683,600. Of this amount, 63% was contributed by the CIP and the remaining 37% by the other actors. This amount corresponds to all investments made in the exploration, design and implementation of the PSAH-type schemes, including the training of local and institutional actors, monitoring and evaluation, the designs of the schemes (consisting of legal, economic, environmental and mapping studies), audiovisual materials, implementation of technical options for decontaminating water, restoration of degraded areas, land use changes, isolation of riparian zones, and payment of incentives to farmers.

Photo: Nicolas Osorio

Photo: Gabriela Rodriguez



### ***Institutional Achievements***

- Twenty-eight partnerships were consolidated with local institutions, sectors and organizations for the implementation of the PSAH-type instruments, including six aqueducts, two water user associations, seven environmental authorities, twelve NGOs and a productive sector.



### **Conservation incentives for environmental services associated with biodiversity and forests**

The objective of the second component of the CIP was the exploration and generation of conditions for the application of conservation schemes for environmental services associated with biodiversity and forests. The work was focused

Photo: Maria Claudia Fandiño Orozco

on the Amazon and Pacific regions because of their especially important sociocultural characteristics, given that they are inhabited by indigenous and Afro-descendant peoples who have achieved their current conservation status using traditional knowledge and practices.

The following was proposed to achieve this purpose: i) develop pilot experiences that would generate inputs with which to implement the incentives in these sociocultural contexts; ii) strengthen relevant institutional and community capacities; and iii) generate contributions to the national development of relevant policies and guidelines.

Three pilot cases were developed, two in the Amazon region and one in the Pacific region (Map 2). In the Amazon region, the project was situated in the overlapped area between the Cahuinarí National Natural Park and the PANI Indigenous Association in the Department of Amazonas and in the Special Management Area of La Macarena. In the Pacific region, the area corresponded to the Gulf of Tribugá in the Department of Chocó, in the jurisdiction of the Los Riscuales Community Council.

The three pilot areas cover a total of 652,000 hectares of tropical rainforest in the Amazon and Pacific regions. They have conservation incentive portfolios that were designed, are in the process of implementation and have been duly appropriated by grassroots community organizations, directly benefiting around 600 people. These developments include incentives for the conservation of natural areas, technological change incentives and incentives related to the sustainable use and management of biodiversity resources.



The **system of incentives for the adoption of energy alternatives to the consumption of firewood** was implemented with the Afro-Colombian community in the Los Riscuales collective territory, in Utría Cove, in response to the destruction of mangroves and clearing of forests for the provision of fuel for cooking food, main threats identified in the territory. The proposed incentive system is based on the development of several inter-related aspects: i) the adoption

*The work was focused on the Amazon and Pacific regions because of their especially important sociocultural characteristics, given that they are inhabited by indigenous and Afro-descendant peoples who have achieved their current conservation status using traditional knowledge and practices.*

**Photo:** Juan Gabriel Soler

**Photo:** Maria Teresa Palacios Lozano





of energy alternatives to the consumption of firewood; ii) the management and recovery of woody and timber forest species of interest; iii) the generation of economic alternatives based on the sustainable use of timber forest products as an alternative to the sale of the community's firewood; and iv) the preservation of forest and mangrove areas.

This experience produced the following results: design and installation of 100 improved cook stoves (ICS); construction of five nurseries and planting of 32 hectares of firewood species; strengthening of the value chain of vanilla as a promising product; declaration and social appropriation of a conservation area of 24,000 hectares of rainforest, which will benefit from the remaining actions and the recovery of nine hectares of mangroves.

The **REDD+ early implementation initiative** was developed with the peasant community of Agrogüejar in the Special Management Area of La Macarena



(AMEM), which has experienced one of the highest rates of deforestation in the country. Because of the interest of the Ministry of Environment and Sustainable Development (MADS), it was proposed as a demonstration area for the development of the early implementation phase of the National REDD+ Strategy.

As a result of this initiative, we have an advanced version of the Project Design Document (PDD), which includes the joint

construction of a regional reference scenario with the Institute of Hydrology, Meteorology and Environmental Studies (IDEAM); an analysis of causes and agents of deforestation in the area; an analysis of opportunity costs of the implementation of the REDD project in the region and an analysis of carbon contents through the establishment of 15 temporary plots. At the same time, conditions were generated for performing activities that will help to reduce deforestation in

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Photo: Viviana Zamora

the region, such as beekeeping, for which a pre-feasibility study was conducted and the community was prepared for carrying out this activity.

The **system of incentives for the strengthening of ecotourism and the value chains of two promising species, Seje and Camu camu**, was implemented in Medio Río Caquetá region (Department of Amazonas), in the territory of the PANI Indigenous Association, which partially overlaps the

Cahuinari National Natural Park, and where a Special Management Regime (REM) has been established. This conservation incentive system involves a comprehensive approach that includes: economic and non-economic incentives aimed at the exploration of economic alternatives based on the beauty of the landscape and ecotourism and on non-timber forest products, seeking to strengthen the culture and well-being of the population, as an essen-

tial condition for the long-term conservation of this territory.

The achievements include an ecotourism proposal endorsed by the indigenous authorities and National Parks (PNN), together with the initial preparation of conditions for its implementation; pre-feasibility studies for the marketing of Seje and Camu-camu; activities to strengthen the value chains of these ingredients, with at least one scenario for the marketing of these products in the Department of Amazonas; the PANI Life Plan formulated and appropriated by the authorities and communities; along with a financial mechanism for the area endorsed and appropriated by National Parks and the PANI authorities.

**As for the strengthening of local governance**, the PANI, Riscales and Agrogüejar organizations have strengthened their governance through the consolidation and development of their own planning instruments and the adaptation of their internal structures.



Photo: Maria Teresa Palacios Lozano

*For the strengthening of local governance, the PANI, Riscales and Agrogüejar organizations have strengthened their governance through the consolidation and development of their own planning instruments and the adaptation of their internal structures.*

**As for the methodological developments for the design of incentives,** a tested participatory methodology exists for the design of conservation incentives for environmental services associated with biodiversity and forests, as well as novel methodologies for the qualitative assessment of environmental services in indigenous communities.

**As for the strengthening of institutional and community capacities,** we implemented a strategy for the strengthening of institutional and community capacities related to environmental services, climate change and REDD for the Colombian Amazon and Pacific regions. Together with COICA, OPIAC, WWF, and the MADS, we conducted a total of nine workshops in the Amazon region, with the participation of 433 people from 99 organizations/communities. We conducted four departmental workshops in the Pacific region, with the participation of 156 people from 73 organizations/communities.



**Infographics 2**  
Key result indicators for the implementation of the conservation incentive mechanisms of the CIP.

## Political, financial and institutional conditions for the development and continuity of the conservation incentives

Photo: Maria Claudia Fandiño Orozco

The Project contributed to the development of environmental and sectoral policies that will be instrumental in generating sustainable financing for natural areas of strategic importance, seeking the co-responsibility of non-environmental sectors.

The third component of the CIP was designed to help generate conditions for the political, financial and institutional continuity of the implemented incentives, as well as the issue in general at a national level. For this purpose, the Project contributed to the

development of environmental and sectoral policies that will be instrumental in generating sustainable financing for natural areas of strategic importance, seeking the co-responsibility of non-environmental sectors. The Project also proposed the creation of environmental and sectoral economic and financial instruments for the achievement of greater resources and more stable conservation efforts. In addition, it proposed contributing to institutional strengthening for the appropriation and leadership of the initiatives developed.

The **environmental policy** work included contributions to the MADS in relation to the National Strategy for Payments for Environmental Services (ENPSA), the National REDD+ Strategy (ENREDD+), and the financial strategy policies for the Colombian Amazon region. These contributions consisted of policy proposals derived from the lessons learned from the practical application of the incentive schemes, mainly in relation to legal gaps and regulatory needs for the effective imple-

mentation of these instruments in Colombia. Also, ideas from a social and cultural point of view were offered for the development of the conservation incentives, especially in indigenous and Afro-descendant collective territories and peasant communities.

In relation to **sectoral policies**, proposals were made for the formulation and adjustment of instruments and policies of the so-called “engines,” that is, the mining, energy, infrastructure and agricultural sectors. Specifically, policy proposals were made in relation to the following processes: i) the proposed Land and Rural Development Law (PLTDR); ii) the CONPES project for the development of the Altillanura (high plains); iii) the bill to modify the Mining Code; iv) the distribution and management of the General System of Royalties and Compensation; v) the environmental compensations in the framework of environmental licensing; and vi) exemptions and tax reform.

As for work on the **financial and economic** aspects, the







*In relation to the institutional conditions, a total 1,750 people at a technical, institutional and community level participated in the different strengthening activities conducted by the CIP in its different spheres at a local, regional and national level.*

**Photo:** Angela Caro

Project supported the definition of financial sustainability strategies and mechanisms in the Departments of Nariño, Arauca, Valle del Cauca, Huila and Amazonas. In addition, Patrimonio Natural created a Mechanism for the Promotion and Funding of Conservation Incentives, with the objective of attracting and coordinating resources from different public and private sources for development of conservation incentives. Another important result was the support given to scaling and consolidation of the Pioneers in Conservation Program as a

financial mechanism for raising funds for conservation from the hotel sector.

As for the ***institutional conditions***, a total 1,750 people at a technical, institutional and community level participated in the different strengthening activities conducted by the CIP in its different spheres at a local, regional and national level. In addition, the Project supported the establishment and consolidation of key opportunities for the interinstitutional exchange of information and coordination in relation to the issue, such as:

the REDD roundtable, the Financial Sustainability Roundtable of the Action Plan of the National System of Protected Areas (PA-SINAP), and the financial roundtable of the Ecological Agricultural Chain of Production (PAE). At a regional level, the Project supported the Indigenous Environmental and Climate Change Roundtable (MIAACC) and the SINA Amazonas Committee that was created as part of the Financial Sustainability Strategy for Amazonas.





# Chapter 4

## Lessons

Photo: María Claudia Fandiño Orozco

Ambileng

1103	1104	(6)	\$10000
1105	1106	(8)	\$8000
1107	1108	(9)	
1109	1110		
1111	1112		
1113	1114		
1115	1116		
1117	1118		
1119	1120		

The achievements of the nineteen conservation incentives schemes that are operating in eleven departments of the country constitute a valuable input for policy decisions at a national level and pave a favorable way with numerous lessons and projections for the development of the issue in the country.

Main strengths:

- The work focus, which goes beyond an economic and market approach, and comprehensively addresses the different aspects necessary to enable the instruments to function in the territories in a manner that is consistent with the social and cultural visions and aspirations of the inhabitants.
- The orientation of the design of the incentives toward the exploration and proposal of alternatives for improving the quality of life, usage practices and production systems. Proposing incen-

tive options beyond compensation in terms of money helped to generate the local appropriation and acceptance of these initiatives.

- The awareness-raising and capacity-strengthening processes that accompanied the development of the schemes favored a path toward cultural change, which marked a fundamental difference in the attitude of the actors who participated in the schemes, demonstrating their greater understanding of their roles and responsibilities with respect to conservation and the solutions to the problems.

Following are the main challenges for the continuity of the initiatives beyond the CIP and the scaling of the issue at a national level:

- The urgent need for national-level policy decisions. The lack of national policy guidelines constituted a fundamental gap, much greater than foreseen at the beginning, which limited the



scope of the developments and proposals that could be made and managed by Patrimonio Natural with the communities and local and regional institutions.

- It is necessary for the policy developments to generate confidence in and the viability of public investments in conservation incentives. The contributions by public entities to the funding of the schemes were limited,

*The awareness-raising and capacity-strengthening processes that accompanied the development of the schemes favored a path toward cultural change, which marked a fundamental difference in the attitude of the actors who participated in the schemes.*

Photo: María Teresa Palacios Lozano

although these entities made clear commitments to the continuity of the schemes in some cases. If significant contributions for the development of these instruments are to be obtained from public institutions, such as the territorial entities and the CARs, it will be necessary to enact legislation that provides clear guidelines with regard to the relevant institutional competencies, since the uncertainty and

legal gaps that exist today in this respect were one of the main reasons why the participation of public sources in the schemes was limited.

- Greater appropriation by the institutions is needed, with decisions reflected in budget allocations and processes that have fewer transaction costs and more streamlined procedures. While the lack of policy guidelines affected the participation of public institutions in the schemes, it is clear that these entities require greater political will, so that they can make proposals and decisions that will have a long-term impact and enhance the viability of the instruments.
- Do not leave the operation of the schemes to social and community processes alone. Financial support does not constitute the only basis for the importance of the role of public institutions. While most of the communities and local actors were empowered and provided with a certain capacity for the self-mana-



gement and operation of the schemes, institutional support and assistance is fundamental for the continuity of the processes to strengthen local capacities and governance, which is an essential pillar for ensuring success in the application of the incentive schemes. This type of support is a central responsibility of the environmental authorities and other public entities involved in these issues and a basic condition for the achievement of conservation goals in general.

Photo: Archivo CVC

Photo: Maria Claudia Fandiño Orozco

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Photo: Nicolas Osorio



Photo: Angela Caro



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Photo: María Claudia Fandiño Orozco

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