

TERMS OF REFERENCE

Terminal Evaluation of the UNEP/GEF project

Mainstreaming Conservation of Coastal Wetlands of Chile's South Center Biodiversity Hotspot through Adaptive Management of Coastal Area Ecosystems [GEF ID 9766]

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project summary

GEF Project ID/SMA ID ¹ :	GEF ID: 9766 SMA ID: 36815		
Implementing Agency (UNEP Division/ Branch/Unit):	² Ecosystems Division, GEF Biodiversity and Land degradation Unit	Executing Agency:	Ministry of the Environment, Chile Fundación Sendero de Chile
Sources of Funding (Co-finance):	Country ³ (ies): Chile	Institution ⁴ Name/Type: Governments (Chile). UNEP (UN body) Fundación Sendero de Chile (Foundation/NGO)	
Relevant SDG(s):	SDGs 11, 13, 15		
MTS (at approval):			
POW Direct Outcome(s) number/reference (applicable for projects approved from 2022): OR POW Output(s) number/reference (applicable for projects approved pre-2022)	POW Direct Outcome:	MTS 2025 Outcome(s) number/reference (applicable for projects approved from 2022): OR POW Expected Accomplishment(s) number/reference (applicable for projects approved pre-2022):	MTS 2025 Outcome:
	Indicators (iii) Number of countries and national, regional and subnational authorities and entities that incorporate, with UNEP support, biodiversity and ecosystem-based approaches into development and sectoral plans, policies and processes for the sustainable management and/or restoration of terrestrial, freshwater and marine areas (iv) Increase in territory of land- and seascapes that is under improved ecosystem conservation and restoration		POW Expected Accomplishment: N/A
	POW Output:		
Sub-programme:	POW 2018-19 - Healthy and productive ecosystems.	Programme Coordination Project:	N/A
UNEP approval date:	15 May 2019	GEF approval date:	29 August 2019
GEF Operational Programme #:	GEF-6	GEF Strategic Priority:	Biodiversity, Land Degradation
Project type:	Full-size Project	Focal Area(s):	Biodiversity, Land Degradation
Expected start date:	15 November 2019	Actual start date:	15 November 2019
Planned completion date:	31 October 2024	Actual operational completion date:	31 March 2025

¹ SMA refers to the ID provided by the Integrated Planning, Management and Reporting Solution (IPMR) system, which was introduced by UNEP in July 2023.

² Formerly, Division of Environmental Policy Implementation (DEPI)

³ Where applicable, list countries who have provided project funds and/or co-finance.

⁴ Indicate where funding institutions are any/all of the following: Foundation/NGO; Private Sector; UN Body; Multilateral Fund; Environment Fund.

Planned total project budget at approval:	US\$ 25,138,794	Actual total expenditures reported as of [31 March 2025]:	US\$ 5,101,803.98
GEF grant allocation:	US\$ 5,146,804	GEF grant expenditures reported as of [31 March 2025]:	US\$ 5,101,803.98
Expected Medium-Size Project/Full-Size Project co-financing:	Cash: US\$ 17,965,720 In-kind: US\$ 2,026,270	Secured /Full-Size Project co-financing:	Cash: US\$ 17,487,139 In-kind: US\$ 3,278,745
No. of formal project revisions:	1	Date of last approved project revision:	14 November 2024
No. of Steering Committee meetings:	5	Date of Last Steering Committee meeting:	25 March 2025
Mid-term Review/ Evaluation (<i>planned date</i>):	August 2022	Mid-term Review/ Evaluation (<i>actual date</i>):	February 2023
Terminal Evaluation (<i>planned date</i>):	June 2025	Terminal Evaluation (<i>actual date</i>):	June 2025
Coverage - Country(ies):	Chile	Coverage - Region(s):	Latin America and the Caribbean
Dates of previous project phases:	N/A	Status of future project phases:	N/A

2. Project Rationale

1. Because of Chile's geographic situation, with climate and orographic barriers such as the Atacama Desert, the Andes Mountains and the Pacific Ocean with its Humboldt Current, it is isolated in a way that makes it biologically and ecologically similar to a biogeographic island. In the same way as occurs with ocean islands, the main characteristic of Chile's biodiversity is its significant percentage of endemic species (76% of amphibious, 58% of reptiles, 55% of freshwater fish and 50% of plants are endemic only to Chile).

2. The Chilean Mediterranean eco-region is located in the heart of the country's Central Zone and is one of five places in the world with a Mediterranean climate (Vogiatzakis et. al., 2006), which are recognized not only for their high levels of wealth and endemism in plant and animal species, but also for being regions with high risk of species extinction (Global 200, WWF). The Mediterranean ecosystems are expected to suffer the highest proportional change in biodiversity by the year 2100 because of their high level of sensitivity to changes in land use and their vulnerability to the impacts of climate change (Lavorel 1998; Sala et al., 2000, in GEO-4 Report, UNEP, 2007). In Chile, the mediterranean zones concentrate large numbers of human population because of their benign climate, making them privileged and strategic locations for human development; these zones include about four fifths of the country's population in only 25% of the country's land surface (INE, 2002), generating excessive resource demands, decrease in agricultural productivity, loss of natural habitats and environmental pollution. In addition, significant pressure is exerted on them in the attempt to obtain high yields and productivity from the land and the coastal areas. Because of these historic tendencies, it has been very difficult in Chile to protect this eco-region, and connectivity between high biodiversity areas is particularly difficult. Very little of the original vegetation (less than 15% according to some sources) remains in the approximately 155,000 km² comprising Chile's south-central area, with a high level of fragmentation; nonetheless, it still serves as habitat for nearly 1,500 endemic plant species as well as sclerophyll forests of global significance. The threats and environmental degradation factors in the Chilean Mediterranean Eco-Region, are for the most part the result of human activities, which play a key role in the advancing deterioration of the coastal ecosystem functions and habitats. The main factors are habitat loss, fragmentation and degradation caused by agricultural activities, urban expansion and infrastructure, and the scarce legal protection given to these ecosystems.

3. The objective of the Project was to improve the ecological condition and degree of conservation of ecologically valuable coastal ecosystems in South-Central Chile, including the wetlands and associated watersheds, incorporating them into local development efforts through sustainable management, improving coastal landscape management, reducing pressures on these habitats occupied by diverse migratory species with different conservation problems, and reducing threats to and pressures on the supporting watersheds that contribute to locally significant human activities. The project had three components, the first sought to mainstream the importance of BD conservation and LD problems in coastal landscapes to decision-makers and relevant stakeholders, the second to strengthen political and regulatory frameworks regarding coastal conservation among the diverse institutions with mandates in coastal and watershed areas, and the third, to implement and systematize an array of initiatives in five pilot landscapes to be replicated at the national level by the main institutions involved.

4. The Project intervention areas in coastal landscapes of the south-central part of Chile, where the pilot sites are located, maintain a diversity of anthropic activities of local and national interest. Given the benign Mediterranean climate, this area has seen the highest rate of human settlement in the country even before the European conquest of the continent, concentrating 85% of the population on 25% of the nation's territory. Agro-climatic and land productivity conditions are also very favourable, sustaining the consequent population growth and economic development in this cross-section of the country. This development, however, is reaching the boundaries of the land's carrying capacity in terms of competing land uses where urbanization to host the growing population alongside infrastructure development is taking away land that was formerly used for agricultural food production and livestock. The consequences are a) intensification of production on the land with the use of unsustainable methods, which puts increased pressure on the biophysical cycles, ecosystem health and thus ecosystem services provision; and b) intense competition for land uses which forces productive activities to extend throughout the landscape in turn putting pressure on other landscapes such as forests and wetlands.

5. The pilot ecosystems are located between Coquimbo and Araucania, representing different socio-environmental conditions, and these will play a relevant role in generating the data and evidence necessary for demonstrating the need to apply a focus that considers the whole watershed, with strengthened inter-institutional coordination and with productive sectors applying environmentally sustainable practices for conserving and sustainably managing coastal landscapes when these are not protected areas. Each one of the pilots was expected to contribute concrete evidence according to their individual realities regarding threats

and present circumstances and will make it possible to have a wide range of options that can be replicated in similar situations. The selected pilot areas of this Project are part of a complex network of south-central Chilean coastal landscapes (Figure 1). The administrative districts included in Chile's "south-central" area (Coquimbo to Araucania Districts) coincide with the Mediterranean eco-region, which is the most threatened of the country's eco-regions, and it is recognized internationally as one of the 35 priority sites for conservation of biological diversity in the world. Coastal landscapes are the systems which make it possible to sustain areas of agriculture, small-scale estuary fishing, seaweed and shellfish harvesting, as well as tourist activities such as bird watching, recreational fishing and navigation. They serve as regulators by mitigating flooding and limiting tides, they capture and filter industrial effluents, and they constitute the transitional environment between the ocean and continental waters, in addition to providing, in terms of ecological continuity of similar habitats, an essential corridor for coastal species. Their ecological and social contributions are of vital importance to Chile. Below is a description of five demonstration landscapes. These were selected to cover a representative range of characteristics in terms of their biodiversity and its threats, and their socioeconomic context, including productive sectorial activities and predominant land uses, in particular ecosystem services and landscape level productivity.

6. Coquimbo District: Elqui River Mouth pilot basin. The pilot area will cover the wetlands and a portion of the watershed, with urbanization areas and agriculture being the main land uses. The wetlands are of an estuary type, and they are near one of the most important tourism centers of the country, La Serena, where a high rate of urban development is taking place. The watershed is located within the La Serena Township, whose population growth of 38% can be seen when comparing the 2002 and 2017 census (INE 2002, INE 2017). The inhabitants are to be found mainly in urban areas, reaching 91% of the total, with 9% living in rural areas. The Township Regulatory Plan recognizes urban areas, areas restricted to Urban Development, and Protection Areas. In addition to the above, restricted areas are identified where there is knowledge or presumption of natural threat, and areas for protection of natural resources and cultural heritage. Regarding indigenous communities in the Township, the 2017 census (INE, 2017) indicates that 91% of the local population do not consider themselves or do not belong to any indigenous community, while 8% of the population declare that they belong to the mapuche or diguita ethnic group. In terms of the Township's economic development, their main activities are in the service sector, offering a wide variety of gastronomic and lodging services. During the last decade, tourism has become one of the most important economic activities. In addition, mining, including manganese, iron and gold production, is an important activity. Also significant is the production of table grapes for export, and the production of piscos in the Elqui, Limarí and Choapa Valleys.

7. Valparaíso District: Mantagua wetland pilot watershed. The pilot area will cover the wetlands and a portion of the watershed. These wetlands constitute a system composed of an estuary and a lake. Native forests also cover areas of the watershed. Land degradation and desertification processes have strongly affected agricultural productivity in the watershed, where unemployment reaches 20% for rural areas with smallholder farming and 50% of the territory is affected by erosion and drought. As far as significant species for conservation are concerned, and according to the IUCN Red List, this district harbors 2 Critically Endangered species, of which 1 is endemic only to Chile; 2 Endangered species, of which 1 is endemic only to Chile, and 5 Vulnerable species, where 2 are endemic only to Chile. There are also 11 species endemic to this region of which 5 are categorized as Critically Endangered and 6 as Endangered by the National Classification System, but thus far have the "Not assessed" or "Data Deficient" status in the IUCN Red List. The wetlands are located in Quintero Township. Regarding population size, the total for the Township had reached 31,923 people according to the 2017 Census (INE, 2017), representing an increase of 50.7% in the Township since the year 2002. Land use in the Township is four-fold: Ports and Industry, Residential, Equipment and Military Services. Most of the population is to be found in the Quintero and Loncura urban area, close to the coastal fringe, this constituting the main residential use in the Township, in proximity to equipment and both bulk and retail commercial services. In the Quintero Township, 92.94% of the population declares that they do not belong to any ethnic group.

8. O'Higgins District: Cahuil wetland pilot watershed. The pilot area includes the wetlands and the surrounding productive landscape of the watershed where SLM will be applied. The wetlands consist of an estuary with a special saline condition, with economic activities, such as tourism, fishing and saline production, depending on the wetlands. Land use in the watershed consists of agriculture and forestry plantations with exotic species. Although this district possesses the most productive soils in the country, it faces a serious desertification and land degradation problem, with high occurrence of forest fires, due to droughts and exotic species plantations (radiata pine and eucalyptus); unsustainable agriculture, with high excessive exposure of the soil to climatic conditions; together with overgrazing by livestock. Nearly 20% of the district is affected by Very Severe or Severe erosion. In the area, two species have the Critically Endangered IUCN conservation status, while 4 have the Endangered status and 9 are considered Vulnerable. Of these, 7

are endemic only to Chile. Another 14 Chilean endemic species are not yet classified by IUCN, but 4 have the Critically Endangered status of the National Classification System while 10 are classified as Endangered. These wetlands are located in the Township of Pichilemu. According to the 2017 Census (INE, 2017), the Township population had reached 16,394, an increase of 32.2% since 2002, with most of the population living in the urban area (78.70%) and the rest in rural areas (21.3%). According to the Township Regulatory Plan, they have declared protected areas of interest for their landscape, and in the coastal fringe, forestry activities occupying 48% of occupied territory. In terms of economic activity of the local population, 15% state that they work in bulk or retail trade, followed by 13% in construction, 10% in lodging and food services, and 7% in agriculture, livestock, forestry and fishing. A total of 93.52% of the Township's population declares that they do not belong to any ethnic group, and 6.48% declares that they do belong to one.

9. BioBio District: Rocuant-Andalien pilot watershed. These are urban wetlands of over 3,000 hectares, located between the cities of Talcahuano and Concepción, chosen by the Project because of their high level of relevance for biodiversity conservation (MMA, 2002). Among the most significant ecological services these wetlands afford are their capacity to mitigate marine overflows, from storms and tidal waves or tsunamis, as well as to regulate continental water drain flows, thus avoiding flooding which could seriously affect the area's population. This is an area of organic matter and sediment recycling, highly productive in its provision of food for both permanent and migratory birds, recognized world-wide as a significant Area for Bird Conservation (AICA's) by Bird Life International. Furthermore, it is of great value as a landscape, is of interest to tourism, be it recreational, cultural or scientific, harbouring a wide variety of plant species. These wetlands maintain over 20% of the world's population of the species *Larus pipixcan*, of globally endangered species such as *Sterna elegans* (Elegant Gull) and *Tringa flavipes* (Little Pitotoy). Considering their location between two cities, the main threats to these wetlands are from landfills for infrastructure and housing construction. These wetlands are spread over the Townships of Concepción, Penco and Talcahuano. Regarding population change between the 2002 and 2017 Censuses (INE 2012, INE 2017), all 3 Townships grew less than the national average (16.25%): Concepción's population grew 3.4% and Penco's only 2.9%, wherein Talcahuano's population decreased by 7.2%. In all three Townships, over 97.9% of the population lives in the urban area, with 2 to 3 % residing in rural areas. According to the 2017 Census (INE, 2017), in all three Townships, 91% of the population declares they do not belong to any ethnic group. The majority of the economically active population of Concepción, Penco and Talcahuano Townships works in the tertiary sector, 80.4%, 77.6% and 73.3%, respectively. Next in importance is the secondary sector, related to industrial and manufacturing activities; and finally, the primary sector: agriculture, fishing, livestock and mining.

10. Araucania District: Queule wetland pilot watershed. The pilot area extends into a wide extent of the watershed, where the main land uses are native forest, pastures, agriculture and forest plantations. This district has the highest number of indigenous people and rural inhabitants of the country. It also has the highest deforestation rates, converting native forests into pine plantations, agricultural and pasture areas. The full harvest of exotic plantations and large areas of pasturelands leaves high proportions of soil exposed to the strong rainfalls (averaging 2,000 mm/year) in this district, causing loss of superficial soil layers and erosion processes. This site is classified as "of very high priority" for biodiversity conservation in the Araucania Region. According to the IUCN Red List, it has 2 Critically Endangered species (1 endemic), 9 Endangered species (5 endemic), and 9 Vulnerable species (2 endemic). There are 10 endemic species that have not been assessed by IUCN, of which 5 have the Critically Endangered status, while the other 5 have the Endangered one according to the National Classification System. These wetlands are located in Tolten Township, where most of the population resides in the rural area (59.90%), with 40.1% living in the Township's urban areas (INE, 2017). Regarding the population's economic activity, 35% work in agriculture, livestock, forestry and fishing, followed by 10% who carry out activities related to bulk and retail trade, and 10% in education. In this Township, 56.77% of the population declares they do not belong to any ethnic group, whereas 43.23% of the population identify with the Mapuche ethnic group. Regarding economic activity that depends upon natural resources, there are 147 businesses in this Township dedicated to agriculture, livestock, hunting and forestry, followed by fishing with 39 businesses.

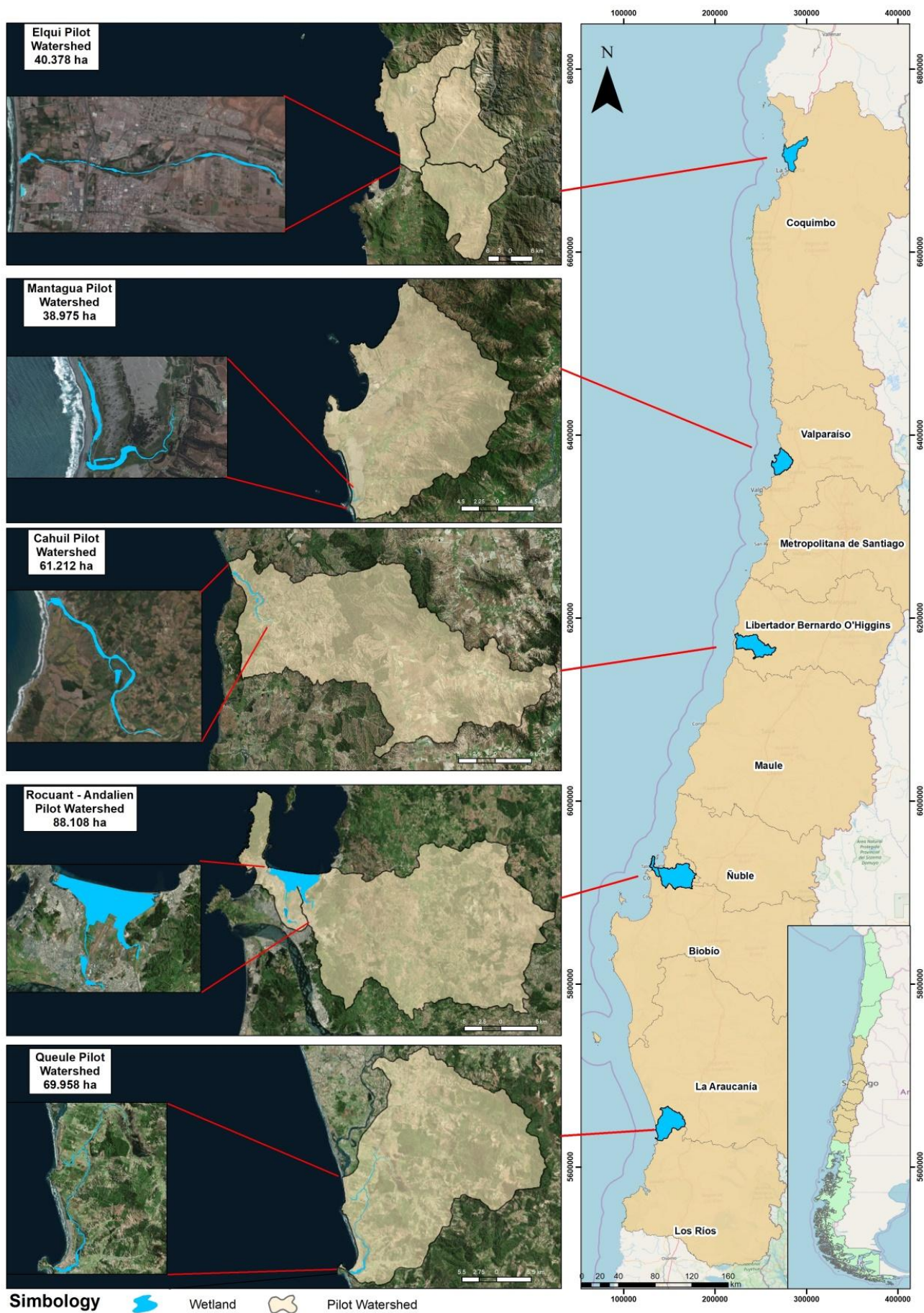


Figure 1: Map of Chile showing the Pilot intervention areas.

3. Project Results Framework

11. The project results framework is built around four components / result areas that are tabulated below. The detailed project result framework forms Annex 2: Project Results Framework of this document.

Table 1: Global Environmental Benefits

Project Core Indicators	Targets
Area of land restored (Hectares)	21,000 ha
Area of landscapes under improved practices (excluding protected areas) (Hectares)	290,000 ha
Total area under improved management (Hectares)	311,000 ha
Greenhouse Gas Emissions Mitigated (metric tons of CO ₂ e)	5,993,467 tCO ₂ e over 20 years
Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	120 (50% are women)

Table 2: Summary Results Framework⁵

PROJECT OBJECTIVE: To reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIO-SAP priorities with the support of partnerships at national and regional levels		
Component	Expected Outcomes	Outputs
1. Information management and outreach for mainstreaming biodiversity and sustainable land management (SLM) with an integrated landscape approach	1.1 Decision makers and relevant stakeholders are aware and appreciate the importance of BD conservation and LD problems in coastal landscapes through more and better access to information regarding globally relevant biodiversity and the ecosystem and socio-economic services they provide (attitude change on issues)	1.1.1 Quantified ecological and socioeconomic assessment of Coastal landscapes including wetlands and adjacent watershed territories, with biodiversity inventory; Ecosystem Services Evaluation Report; definition of wetlands extension and buffer zones, Proposals for studies and programs on value added for watershed hydrological system
		1.1.2 EM Wetland Platform containing processed and integrated information including inventory, monitoring system, Ecological and socioeconomic data, and maps regarding priority zones as a decision-making aid for conservation of private or State coastal landscape areas
		1.1.3 Outreach and dissemination strategy for mainstreamed BD conservation and SLM in coastal landscapes based on the systematization of Project tools, methodologies, outcomes and findings
2. Institutional and regulatory frameworks strengthened	2.1 Improvement in institutional and technical capability for Integrated Landscapes Approaches for SLM and BD conservation in coastal landscapes of South-central Chile (improved institutional competency)	2.1.1 Training Program developed and implemented for increased capacity of State institutions (EM, MINVU, MOP, MBN, Agriculture, Subdere, etc) professionals to incorporate BD and SLM considerations within landscape and mitigation approaches as well as improved management practices for coastal landscapes sustainable management
		2.1.2 Systematization of tools for quantifying coastal landscapes ecosystem and socioeconomic services, monitoring, and recovery for the purpose of efficient information management
		2.1.3 Interinstitutional coordination for knowledge management, synergies and cooperation in similar or complementary initiatives
	2.2 Incorporating regulations and criteria regarding BD conservation and SLM in coastal landscapes into the strategies and mandates of the EM, the Ministry of Housing and Urbanization (MINVU), Ministry of Public	2.2.1 Criteria and environmental considerations for Integrated sustainable land management and key BD conservation in coastal landscapes to be adopted by MINVU, MBN, MOP, SEERNATUR and Minagri

⁵ As per the Request for CEO endorsement dated 21 April 2016.

PROJECT OBJECTIVE: To reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIO-SAP priorities with the support of partnerships at national and regional levels		
Component	Expected Outcomes	Outputs
	Property (MBN), Ministry of Public Construction (MOP), National Tourism Service (SERNATUR) and the Ministry of Agriculture (MINAGRI) increasing the Project's scope (implementation of new or revised policies)	2.2.2 Recommendations and criteria for BD conservation and SLM in coastal landscapes management to be included in the EM's Environmental Impact Evaluation System and associated institutions regulations, laws and policy elements
3. Demonstrative landscapes	3.1 Enhanced mechanisms for cross-sector integrated planning and implementation of sustainable natural resources management at district level to decrease LD and preserve habitat of BD in coastal landscapes considering the multiple dimensions of livelihood options (agriculture, forestry, livestock, construction, tourism, infrastructure) and monitoring programs	3.1.1 Integrated land use and restoration plans in participating districts with high biodiversity and LD problems, developed by district authorities, communities and local stakeholders, and being effectively applied
		3.1.2 On-the-ground implementation of selected SLM and BD conservation measures from guidelines and protocols for sustainable use of landscapes in pilot ecosystems
	3.2 The associated institutions at the sub-national level recognize and incorporate into their territorial planning, zoning and practices, issues of conservation, recovery and monitoring of BD conservation and SLM in coastal landscapes (adoption of new practices)	3.2.1 Central Government, communities and other district level stakeholders receive training in the development and implementation of integrated land-use planning and have knowledge/experience necessary to continue the application of plans.
	3.3 Livelihood of coastal landscape smallholders are more resilient, diversified and strengthened	3.3.1 The diversification of rural livelihoods in coastal landscape communities and value chain development of a selection of sustainable managed products and services from coastal landscapes is supported

12. The objectives of the project are consistent with the commitments made by Chile as signatory of the Ramsar Convention, the Convention on Biological Diversity (CBD), the United Nations Convention to Combat Desertification (UNCCD), and the Convention on the Conservation of Wild Migratory Species (CMS). Chile has been making efforts to comply with these commitments, approving in the year 2003 its National Biodiversity Strategy (ENB), which led in 2005 to the National Strategy for the Conservation and Rational Use of Chile's Wetlands (ENH), with its respective Action Plan. Later, the National Wetlands Committee was created formally in 2013, as well as the National Committee for Ecological Recovery (2017) by means of a framework document, for the purpose of achieving effective ecological recovery in degraded areas. This Project contributes to fulfilling the GEF VI objectives BD-4 Program 9 and LD-3 Program 4.

4. Executing Arrangements

13. The project was funded by the Global Environment Facility (GEF) and executed by Chile's Environment Ministry under the supervision of the United Nations Environment Programme (UNEP) Ecosystems Division and with the support of Fundacion Sendero de Chile as Fund Management Agency upon request of the Ministry. The management and administrative structure for the project consisted of the Executing Agency, Fund Management Agency, Project Steering Committee (PSC), and Project Management Unit. Other actors included the Project Director (PD), the National Project Coordinator (NPC), National Technical Committees and Local Technical Committees. Below is a description of the roles and responsibilities of each of the mentioned actors.

14. **Implementing Agency:** UNEP, as an implementing Agency of the GEF, was responsible for overall project supervision to ensure consistency with GEF and UN Environment policies and procedures and providing guidance on links with related UNEP and GEF-funded activities. UNEP was charged with monitoring and evaluation, including supervision of the midterm and final evaluations, and revising and approving quarterly, semester and annual reports (both financial and technical). It was also expected to offer guidance regarding global environmental benefits (GEB), analysis and technical support in pertinent fields, and other liaison and coordinating actions necessary for correct project implementation.

15. **Executing Agency:** The Environment Ministry (EM) as National Competent Authority, was the Executing Agency (EA) for the project. The Environment Ministry was responsible for guaranteeing project

execution, coordination, monitoring and evaluation of project objectives' fulfilment. The Head of the Natural Resources Division was designated as the Project Director (PD), and he/she was expected to assign one of their professional staff from the Aquatic Ecosystem Department of the Natural Resources Division, as the **Project Operational Coordinator (POC)**. The POC would then be the Environment Ministry's representative and provide technical guidance for the different Project components, coordinate with the National Project Coordinator (NPC), the Regional Representatives (RR) of the EM, and select executing staff as well as every consultancy which is necessary for fulfilling the Project's goals.

16. **Fund Management Agency:** Fundacion Sendero de Chile was the Fund Management Agency chosen by the Ministry. It was responsible for day-to-day administration of the project including GEF funds management, contracts for staff, consultants and subcontractors, overall procurement, management of inventory, accounting and providing audit reports, as well as providing support for the organization of project workshops, events and production of materials. It was also responsible for managing UNEP's project management platform ANUBIS and uploading all relevant documentation, including substantive and financial reports composed by the coordinator and administrative assistant respectively and sanctioned by the Ministry.

17. A **Project Steering Committee (PSC)** was established and presided by the EM's Project Director and coordinated by the NPC and POC. The PSC consisted of representatives of the Environment Ministry and UN Environment, of the Ministries of Agriculture (MINAGRI), Public Property (MBN), Housing and Urbanization (MINVU), the State Under-Secretariat (Subdere), and Port Works Department (DOP) and General Waters Department (DGA) from the Ministry of Public Works (MOP) and the Operational Focal Point (OFP) as observer and was expected to sit at least once a year. The PSC's main functions were to assure compliance with the project's objectives, provide political support for the implementation of new or revised policies, offer strategic guidance, provide interinstitutional coordination, and guarantee the active participation and compliance with the commitments acquired by the institutions they represent, together with the approval of the annual work plans and budget.

18. A **National Technical Committee (NTC)** was established and was made up of the members of the National Wetlands Committee (CNH), in itself established by Chilean National Forestry Corporation (CONAF), SAG, MINREL, Mining Ministry, Public Property Ministry, Maritime Sub-Secretariat, Fisheries Sub-Secretariat, SERNAPESCA, DGA, DIRECTEMAR, CNR, as well as the Housing and Urbanization Ministry, Subdere, Tourism and the DOP, that although not a part of the CNH, have a role and mandate regarding coastal ecosystems making their participation in the NTC vital. This NTC was expected to provide technical support to the Project's Management Unit in the implementation of its activities, its main role being Project advisor on technical matters. The NTC was expected to meet at least four (4) times a year and be presided by the OC and the PC, with the OFP attending as observer.

19. In each pilot region, **Local Technical Committees (LTC's)** were established, and headed by the respective EM SEREMI's, coordinated by the RR and supported by the LC's, and with the additional participation of both the PC and the OC as necessary. These will be constituted by the regional counterparts of the NTC Public Services, representatives of the Municipalities involved, Regional Governments, NGO's, Academia, community representatives and the private sector. The LTC's can invite others to participate by mutual agreement when necessary. The LTC's would have an advisory role in Project implementation at the level of the pilot ecosystems, meet at least 4 times a year, and the participants will be able to take part in the working sub-committees depending on what specific material the Project may deal with, in its different stages.

20. The **Project Management Unit:** The Project Management Unit (PMU) was responsible for operational planning, managing the budget and the execution of all Project activities according to the ProDoc, as well as drafting terms of reference and selecting the necessary consultancies and consultants. It was expected to prepare the coordination meetings with the different partners and the PSC, National Technical Committee (NTC) and the Local Coordinators, as well as the Project's annual plans, evaluation and monitoring reports and others as needed. The PMU consisted of the National Project Coordinator (PC) working in coordination with the EM's OC, the five (5) Local Coordinators (LC's), one for each of the five (5) pilot regions, and who in turn worked in coordination with the Regional Representatives (RR) of the EM (SEREMI's) in each region, together with an administrative assistant. The Project Management Unit was led by the **Project Director** (The Chief of the Natural Resources Division), a **National Coordinator** was hired to manage the project and supervise the five local Project Coordinators and the administrative assistant, and work in coordination with the Operational Coordinator of the project (The Professional in charge of Wetlands of the natural Resources Division). At the level of the pilot's (Coquimbo, Valparaiso, O'Higgins, BioBio and Araucania), the project staff (Local Coordinators) were expected to work in coordination with the **Regional Managers of the EM** Regional Secretariats in each region. The **Project Local Coordinators (LC's)** were in charge of executing and monitoring all activities in the pilot landscapes, coordinating with the ER, the Local Technical Committees (LTC's) as well

as the pertinent external consultants, providing technical assistance, supervising fulfilment of the targets for each area and liaising with the PC.

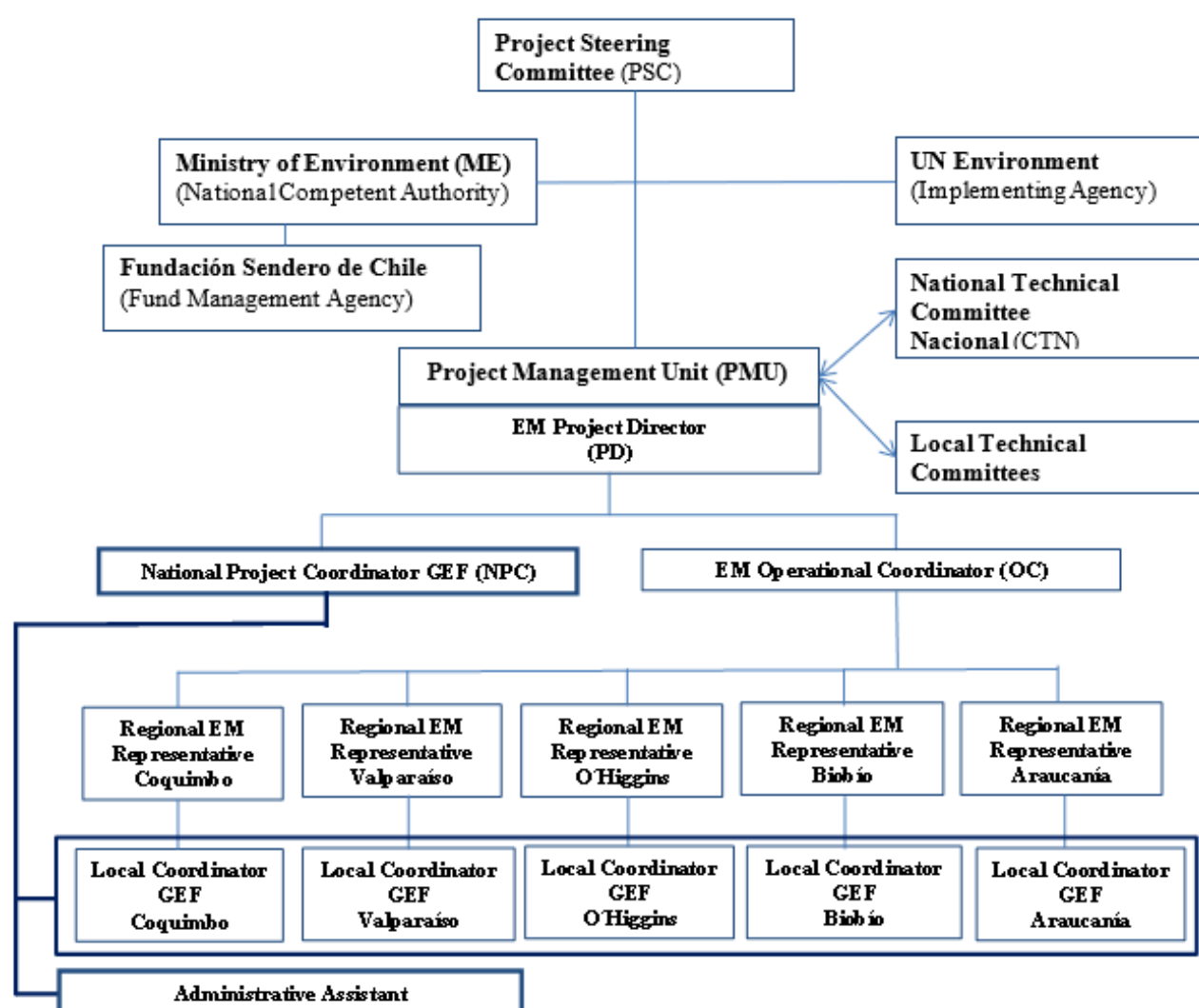


Figure 2: Project Implementation Structure

5. Project Cost and Financing

21. The total project budget at project design and approval was US\$ 25,138,794 and comprised of **US\$ 5,146,804** GEF financing and **US\$ 19,991,990** In-kind and cash co-financing. Details are tabulated below.

Table 3: Total Project Budget⁶

Project Component	Grant Type	Expected Outcomes	Trust Fund	Grant Amount (\$)	Confirmed Co-financing (\$)	Total (US\$)
1. Information management and outreach for mainstreaming biodiversity and sustainable land management (SLM) with an integrated landscape approach	TA	1.1 Decision makers and relevant stakeholders are aware and appreciate the importance of BD conservation and LD problems in coastal landscapes through more and better access to information regarding globally relevant biodiversity and the ecosystem and socio-economic services they provide (attitude change on issues)	GEFTF	1,215,601	4,490,709	5,706,310

⁶ Extract from the Request for CEO endorsement dated 21 April 2016.

Project Component	Grant Type	Expected Outcomes	Trust Fund	Grant Amount (\$)	Confirmed Co-financing (\$)	Total (US\$)
2. Institutional and regulatory frameworks strengthened	TA	2.1 Improvement in institutional and technical capability for Integrated Landscapes Approaches for SLM and BD conservation in coastal landscapes of South-central Chile (improved institutional competency)	GEFTF	935,258	3,513,808	4,449,066
	TA	2.2 Incorporating regulations and criteria regarding BD conservation and SLM in coastal landscapes into the strategies and mandates of the EM, the Ministry of Housing and Urbanization (MINVU), Ministry of Public Property (MBN), Ministry of Public Construction (MOP), National Tourism Service (SERNATUR) and the Ministry of Agriculture (MINAGRI) increasing the Project's scope (implementation of new or revised policies)				
3. Demonstrative landscapes	TA	3.1 Enhanced mechanisms for cross-sector integrated planning and implementation of sustainable natural resources management at district level to decrease LD and preserve habitat of BD in coastal landscapes considering the multiple dimensions of livelihood options (agriculture, forestry, livestock, construction, tourism, infrastructure) and monitoring programs	GEFTF	2,750,859	11,487,473	14,238,332
	TA	3.2 The associated institutions at the sub-national level recognize and incorporate into their territorial planning, zoning and practices, issues of conservation, recovery and monitoring of BD conservation and SLM in coastal landscapes (adoption of new practices)				
	TA	3.3 Livelihood of coastal landscape smallholders are more resilient, diversified and strengthened				
	Total			4,901,718	19,491,990	24,393,708
	Project Management and Coordination		GEFTF	245,086	500,000	745,086
	Total project costs			5,146,804	19,991,990	25,138,794

Table 4: Sources of confirmed project co-financing⁷

Sources of Co-financing	Name of Co-financier (source)	Type of Co-financing	Co-financing Amount (\$)
Recipient Government	EM (Ministry of Environment)	In-kind	848,900
	EM (Ministry of Environment)	Grants	6,654,000
	MINVU (Ministry of Housing and Urbanization)	Grants	583,333
	MOP – DGA (General Water Department)	In-kind	12,500
	MOP – DGA (General Water Department)	Grants	48,333
	MOP – DOP (Port Works Department)	In-kind	40,000
	MOP – DOP (Port Works Department)	Grants	9,016,667
	MBN (Ministry of Public Property)	In-kind	512,567
	MBN (Ministry of Public Property)	Grants	99,289
	MINAGRI (Ministry of Agriculture)	In-kind	45,833
	MINAGRI (Ministry of Agriculture)	Grants	880,416
	Under ministry for regional development	In-kind	116,667
	Under ministry for regional development	Grants	102,667
Private actors	Arauco Forest Company	In-kind	11,667
	Arauco Forest Company	Grants	63,333
NGOs	Audubon International	In-kind	295,000
	Audubon International	Grants	205,000
	Centro Neotropical de Entrenamiento en Humedales	In-kind	143,136
	Centro Neotropical de Entrenamiento en Humedales	Grants	312,682
Total Co-financing			19,991,990

6. Implementation Issues

22. A mid-term review of the project completed in February 2023 rated the project satisfactory. One project extension was undertaken during the life of the project. The no cost extension that became effective on 14 November 2024 extended the project's technical closure by five months from 31 October 2024 to 31 March 2025 and the financial closure by the same duration from 31 October 2025 to 31 March 2026 to avail more time for successful completion of the projects.

⁷ Extract from the Request for CEO endorsement dated 21 April 2016.

Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

7. Objective of the Evaluation

23. In line with the UNEP Evaluation Policy⁸ and the UNEP Programme Manual⁹, the Terminal Evaluation is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, the Nairobi Convention Secretariat and the contracting parties to the convention. Therefore, the Evaluation will identify lessons of operational relevance for future project formulation and implementation, especially where a second phase of the project is being considered. Recommendations relevant to the whole house may also be identified during the evaluation process.

8. Key Evaluation Principles

24. Evaluation findings and judgements will be based on **sound evidence and analysis**, clearly documented in the Evaluation Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

25. **The “Why?” Question.** As this is a Terminal Evaluation and a follow-up project is likely [or similar interventions are envisaged for the future], particular attention will be given to learning from the experience. Therefore, the “why?” question should be at the front of the consultants’ minds all through the evaluation exercise and is supported by the use of a theory of change approach. This means that the consultant(s) needs to go beyond the assessment of “what” the project performance was and make a serious effort to provide a deeper understanding of “why” the performance was as it was (i.e. what contributed to the achievement of the project’s results). This should provide the basis for the lessons that can be drawn from the project.

26. **Attribution, Contribution and Credible Association:** In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for evaluations. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

27. **Communicating evaluation results.** A key aim of the Evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant(s) should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons. Clear and concise writing is required on all evaluation deliverables. Draft and final versions of the Main Evaluation Report will be shared with key stakeholders by the Evaluation Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant(s) will plan with the Evaluation Manager which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some, or all, of the following; a webinar, conference calls with relevant stakeholders, the preparation of an Evaluation Brief or interactive presentation.

9. Key Strategic Questions

28. In addition to the evaluation criteria outlined in Section 10 below, the Evaluation will address the **strategic questions** listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution. Also included are five questions that are required when reporting in the GEF Portal and these must be addressed in the TE.

⁸ <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

⁹ <https://wecollaborate.unep.org>

Question 1: In what ways, and to what extent, was knowledge management integral to project implementation?

Question 2: In what ways, and to what extent, were the recommendations from the Mid Term Review actioned upon? To what extent did project implementation incorporate lessons learned from previous interventions?

Question 3: In ways and to what extent can the approaches used in this project be used / applied to similar projects / interventions?

Question 4: In ways and to what extent has the project contributed to the development and/or implementation of nature-based solutions?

29. Address the questions required for the GEF Portal in the appropriate parts of the report and provide a **summary of the findings in the Conclusions section of the report:**

a) Under Monitoring and Reporting/Monitoring of Project Implementation:

What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided¹⁰).

b) Under Factors Affecting Performance/Stakeholder Participation and Cooperation:

What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*

c) Under Factors Affecting Performance/Responsiveness to Human Rights and Gender Equality:

What were the completed gender-responsive measures and, if applicable, actual gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)*

d) Under Factors Affecting Performance/Environmental and Social Safeguards:

What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*

e) Under Factors Affecting Performance/Communication and Public Awareness:

What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval)*

10. Evaluation Criteria

30. All evaluation criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria. A weightings table in excel format will be provided by the Evaluation Manager to support the determination of an overall project rating. The set of evaluation criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. The Evaluation Consultant(s) can propose other evaluation criteria as deemed appropriate.

A. Strategic Relevance

31. The Evaluation will assess the extent to which the activity is suited to the priorities and policies of the donors, implementing regions/countries and the target beneficiaries. The Evaluation will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

¹⁰ This is not applicable for Enabling Activities

i. Alignment to the UNEP Medium Term Strategy¹¹ (MTS), Programme of Work (POW) and Strategic Priorities

32. The Evaluation should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building¹² (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. Alignment to Donor/GEF/Partner Strategic Priorities

33. Donor, including GEF, strategic priorities will vary across interventions. GEF priorities are specified in published programming priorities and focal area strategies. The Evaluation will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

iii. Relevance to Global, Regional, Sub-regional and National Environmental Priorities

34. The Evaluation will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will be considered. Examples may include: UN Development Assistance Frameworks (UNDAF), national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no one behind.

iv. Complementarity with Relevant Existing Interventions/Coherence¹³

35. An assessment will be made of how well the project, either at design stage or during the project inception or mobilization¹⁴, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:

- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Country ownership and driven-ness

B. Quality of Project Design

36. The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Evaluation Inception Report. Later, the overall Project Design Quality rating¹⁵ should be entered in the final evaluation ratings table (as item B) in

¹¹ UNEP's Medium-Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>

¹² <http://www.unep.fr/ozonaction/about/bsp.htm>

¹³ This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

¹⁴ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

¹⁵ In some instances, based on data collected during the evaluation process, the assessment of the project's design quality may change from Inception Report to Main Evaluation Report.

the Main Evaluation Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the report.

Factors affecting this criterion may include (at the design stage):

- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality

C. Nature of External Context

37. At evaluation inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval¹⁶). This rating is entered in the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

D. Effectiveness

i. Availability of Outputs¹⁷

38. The Evaluation will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision¹⁸

ii. Achievement of Project Outcomes¹⁹

39. The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed²⁰ Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Evaluation should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

¹⁶ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management by the project team. From March 2020 this should include the effects of COVID-19.

¹⁷ Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

¹⁸ In some cases, 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP.

¹⁹ Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behaviour, attitude or condition (UNEP, 2019)

²⁰ All submitted UNEP project documents are required to present a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds), and the level of any formal changes made to the project design.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Communication and public awareness

iii. Likelihood of Impact

40. Based on the articulation of long-lasting effects in the reconstructed TOC (*i.e. from project outcomes, via intermediate states, to impact*), the Evaluation will assess the likelihood of the intended, positive impacts becoming a reality. Project objectives or goals should be incorporated in the TOC, possibly as intermediate states or long-lasting impacts. The Evaluation Office's approach to the use of TOC in project evaluations is outlined in a guidance note available and is supported by an excel-based flow chart, 'Likelihood of Impact Assessment Decision Tree'. Essentially the approach follows a 'likelihood tree' from project outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

41. The Evaluation will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionately affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

42. The Evaluation will consider the extent to which the project has played a catalytic role²¹ or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

43. Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-lasting or broad-based changes. However, the Evaluation will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner(s).

Factors affecting this criterion may include:

- Quality of Project Management and Supervision (including adaptive management)
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Country ownership and driven-ness
- Communication and public awareness

E. Financial Management

44. Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The Evaluation will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Evaluation will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted.

²¹ The terms *catalytic effect*, *scaling up* and *replication* are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. *Catalytic effect* is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. *Scaling up* and *Replication* require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. *Scaling up* suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while *Replication* suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

The Evaluation will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Evaluation will assess the level of communication between the Project/Task Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

45. Under the efficiency criterion the Evaluation will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution.

46. Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Evaluation will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The Evaluation will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

47. The Evaluation will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities²² with other initiatives, programmes and projects etc. to increase project efficiency.

48. The factors underpinning the need for any project extensions will also be explored and discussed. As management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to implementing parties.

Factors affecting this criterion may include:

- Preparation and readiness (e.g. timeliness)
- Quality of project management and supervision
- Stakeholders' participation and cooperation

G. Monitoring and Reporting

49. The Evaluation will assess monitoring and reporting across three sub-categories: monitoring design and budgeting, monitoring implementation and project reporting.

i. Monitoring Design and Budgeting

50. Each project should be supported by a sound monitoring plan that is designed to track progress against SMART²³ results towards the provision of the project's outputs and achievement of project outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed if applicable.

ii. Monitoring of Project Implementation

51. The Evaluation will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and

²² Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

²³ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

participation of disaggregated groups (including gendered, marginalised or vulnerable groups, such as those living with disabilities) in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Evaluation should confirm that funds allocated for monitoring were used to support this activity.

52. The performance at project completion against Core Indicator Targets should be reviewed. For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided.

iii. Project Reporting

53. UNEP has a centralised project information management system (Anubis) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Evaluation Consultant(s) by the Evaluation Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team (e.g. the Project Implementation Reviews and Tracking Tool for GEF-funded projects). The Evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Responsiveness to human rights and gender equality (e.g. disaggregated indicators and data)

H. Sustainability

54. Sustainability²⁴ is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

i. Socio-political Sustainability

55. The Evaluation will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the Evaluation will consider whether individual capacity development efforts are likely to be sustained.

ii. Financial Sustainability

56. Some project outcomes, once achieved, do not require further financial inputs, e.g., the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g., to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g., continuation of a new natural resource management approach. The Evaluation will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where a project's outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. Institutional Sustainability

57. The Evaluation will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the

²⁴ As used here, 'sustainability' means the long-lasting maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, *Achieving More Enduring Outcomes from GEF Investment*)

benefits associated with the project outcomes after project closure. In particular, the Evaluation will consider whether institutional capacity development efforts are likely to be sustained.

Factors affecting this criterion may include:

- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality (e.g., where interventions are not inclusive, their sustainability may be undermined)
- Communication and public awareness
- Country ownership and driven-ness

I. Factors Affecting Project Performance and Cross-Cutting Issues

(These factors are rated in the ratings table but are discussed within the Main Evaluation Report as cross-cutting themes as appropriate under the other evaluation criteria, above. If these issues have not been addressed under the evaluation criteria above, then independent summaries of their status within the evaluated project should be given.)

i. Preparation and Readiness

58. This criterion focuses on the inception or mobilisation stage of the project (i.e., the time between project approval and first disbursement). The Evaluation will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the Evaluation will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. *(Project preparation is included in the template for the assessment of Project Design Quality).*

ii. Quality of Project Management and Supervision

59. In some cases, 'project management and supervision' may refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects²⁵, it may refer to the project management performance of the executing agency and the technical backstopping and supervision provided by UNEP. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

60. The Evaluation will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

iii. Stakeholder Participation and Cooperation

61. Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP and the Executing Agency. The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups should be considered.

62. The progress, challenges and outcomes regarding engagement of stakeholders in the project/program occurring since the MTR should be reviewed. *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval).*

iv. Responsiveness to Human Rights and Gender Equality

63. The Evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People.

²⁵ For GEF funded projects, a rating will be provided for the Project Management and Supervision of each of the Implementing and Executing Agencies. The two ratings will be aggregated to provide an overall rating for Quality of Project Management and Supervision

Within this human rights context the Evaluation will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment²⁶.

64. In particular the Evaluation will consider to what extent project-implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

65. Note that the project's effect on equality (i.e., promoting human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalised/vulnerable groups) should be included within the TOC as a general driver or assumption where there is no dedicated result within the results framework. If an explicit commitment on this topic is made within the project document, then the driver/assumption should also be specific to the described intentions.

66. The completed gender-responsive measures and, if applicable, actual gender result areas should be reviewed. (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent).

v. Environmental and Social Safeguards

67. UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Evaluation will confirm whether UNEP requirements²⁷ were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned are evaluated above under Quality of Project Design).

68. The Evaluation will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

69. Implementation of the management measures against the Safeguards Plan submitted at CEO Approval should be reviewed, the risk classifications verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. Any supporting documents gathered by the Consultant should be shared with the Task Manager.

vi. Country Ownership and Driven-ness

70. The Evaluation will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Evaluation will consider the engagement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g., representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long-lasting impact to be realised. Ownership should extend to all gendered and marginalised groups.

vii. Communication and Public Awareness

²⁶The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

²⁷For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

71. The Evaluation will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The Evaluation should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Evaluation will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

72. The project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions should be reviewed. This should be based on the documentation approved at CEO Endorsement/Approval.

Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES

73. The Terminal Evaluation will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the Evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings. Where applicable, the consultant(s) will provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g., sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

74. The findings of the Evaluation will be based on the following:

(a) A desk review of:

- Relevant background documentation, inter alia [Request for CEO endorsement and associated attachments, Project Cooperation Agreement (PCA) and its associated amendments].
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), grant agreements, the logical framework and its budget.
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, steering committee meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool etc.
- Project deliverables.
- [Mid-Term Review](#) of the project.
- Evaluations/reviews of similar projects.
 - [Implementation Completion and Results Report](#) for **GEF 4104 Sustainable Land Management Project**
 - [Terminal Review](#) of **GEF 5135 Protecting Biodiversity and Multiple Ecosystem Services in Biological Mountain Corridors in Chile's Mediterranean Ecosystem**.
 - [Terminal Evaluation](#) of **GEF 5429 Mainstreaming the Conservation, Sustainable Use and Valuation of Critically Threatened Species and Endangered Ecosystems into Development-frontier Production Landscapes of the Arica y Parinacota, and Bio Regions**.
 - [Terminal Evaluation](#) of **GEF 4968 Integrated National Monitoring and Assessment System on Forest Ecosystems (SIMEF) in Support of Policies, Regulations and SFM Practices Incorporating REDD+ and Biodiversity Conservation in Forest Ecosystems**.
 - [Mid-Term Review](#) of **GEF 10075 Strengthening management and governance for the conservation and sustainable use of globally significant biodiversity in coastal marine ecosystems in Chile**.

(b) **Interviews** (individual or in group) with:

- UNEP Task Manager (TM).
- The Executing Agency [Ministry of the Environment]
- Project Implementation Unit (PIU).
- UNEP Fund Management Officer (FMO).
- Portfolio Manager and Sub-Programme Coordinator, where appropriate.
- Participating country institutions and civil society organisations
 - Steering Committee Members:
 - National Technical Committee members
 - Local Technical Committees Members
 - Regional Managers
 - Fundación Sendero de Chile.
 - Sub national Governments of the project sites
- Other relevant resource persons / institutions.
- Representatives from civil society and specialist groups (such as research institutions, think tanks and academics).

(c) **Field visits** to project sites – at least one site in each of the five pilot sites.

(d) **Other** data collection methods and tools as necessary.

11. Evaluation Deliverables and Review Procedures

75. The Evaluation Team will prepare:

- **Inception Report:** (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.
- **Preliminary Findings Note:** typically, in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.
- **Draft and Final Evaluation Report:** containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.
- An **Evaluation Brief**, (a 2-page overview of the evaluand and key evaluation findings) for wider dissemination through the UNEP website may be required. This will be discussed with the Evaluation Manager no later than during the finalization of the Inception Report.

76. **Review of the Draft Evaluation Report.** The Evaluation Consultant(s) will submit a draft report to the Evaluation Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Evaluation Manager will share the cleared draft report with the Task Manager and Project Manager, who will alert the Evaluation Manager in case the report contains any blatant factual errors. The Evaluation Manager will then forward the revised draft report (corrected by the Evaluation Consultant(s) where necessary) to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Evaluation Manager for consolidation. The Evaluation Manager will provide all comments to the Evaluation Consultant(s) for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

77. Based on a careful review of the evidence collated by the Evaluation Consultants and the internal consistency of the report, the Evaluation Manager will provide an assessment of the ratings in the final evaluation report. Where there are differences of opinion between the evaluator and the Evaluation Manager on project ratings, both viewpoints will be clearly presented in the final report. The Evaluation Office ratings will be considered the final ratings for the project.

78. The Evaluation Manager will prepare a **quality assessment** of the first draft of the Main Evaluation Report, which acts as a tool for providing structured feedback to the Evaluation Consultant(s). The quality of the final report will be assessed and rated against the criteria specified in template listed in Annex 1 and this assessment will be appended to the Final Evaluation Report.

79. At the end of the evaluation process, the Evaluation Office will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals by the Task Manager. The Evaluation Office will track compliance against this plan on a six-monthly basis for a maximum of 12 months.

12. The Evaluation Consultant

80. For this Evaluation, the Evaluation Consultant will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager, Stephen Baguma in consultation with the UNEP Task Manager [Robert Erath], Fund Management Officer [Ruth Irungu] the Sub-programme Coordinator for Nature action [Marieta Sakalian]. The consultant will liaise with the Evaluation Manager on any procedural and methodological matters related to the Evaluation, including travel. It is, however, each consultant's individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Evaluation as efficiently and independently as possible.

81. The Evaluation Consultant will be hired over a period of six (6) months [July 2025 to December 2025] and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of eight (8) years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of sustainable management of coastal landscapes and ecosystems is desired. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English and Spanish is a requirement. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

82. The Evaluation Consultant will be responsible, in close consultation with the Evaluation Office of UNEP, for overall management of the Evaluation and timely provision of its outputs, described above in Section 11 Evaluation Deliverables, above. The consultant will ensure that all evaluation criteria and questions are adequately covered.

83. In close consultation with the Evaluation Manager, the Evaluation Consultant will be responsible for the overall management of the Evaluation and timely provision of its outputs, data collection and analysis and report-writing. More specifically:

Inception phase of the Evaluation, including:

- preliminary desk review and introductory interviews with project staff;
- draft the reconstructed Theory of Change of the project;
- prepare the evaluation framework;
- develop the desk review and interview protocols;
- draft the survey protocols (if relevant);
- develop and present criteria for country and/or site selection for the evaluation mission;
- plan the evaluation schedule;
- prepare the Inception Report, incorporating comments until approved by the Evaluation Manager

Data collection and analysis phase of the Evaluation, including:

- conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and project stakeholders;
- (where appropriate and agreed) conduct an evaluation mission(s) to selected countries, visit the project locations, interview project partners and stakeholders, including a good representation of local communities. Ensure independence of the Evaluation and confidentiality of evaluation interviews.
- regularly report back to the Evaluation Manager on progress and inform of any possible problems or issues encountered and;
- keep the Project/Task Manager informed of the evaluation progress.

Reporting phase, including:

- draft the Main Evaluation Report, ensuring that the evaluation report is complete, coherent and consistent with the Evaluation Manager guidelines both in substance and style;
- liaise with the Evaluation Manager on comments received and finalize the Main Evaluation Report, ensuring that comments are taken into account until approved by the Evaluation Manager
- prepare a Response to Comments annex for the main report, listing those comments not accepted by the Evaluation Consultant and indicating the reason for the rejection; and
- (where agreed with the Evaluation Manager) prepare an Evaluation Brief (2-page summary of the evaluation and the key evaluation findings and lessons)

Managing relations, including:

- maintain a positive relationship with evaluation stakeholders, ensuring that the evaluation process is as participatory as possible but at the same time maintains its independence;
- communicate in a timely manner with the Evaluation Manager on any issues requiring its attention and intervention.

13. Schedule of the Evaluation

The table below presents the tentative schedule for the Evaluation.

Table 5: Tentative schedule for the Evaluation

Milestone	Tentative Dates
Evaluation Initiation Meeting	June 2025
Inception Report	July 2025
Evaluation Mission	August 2025
PowerPoint/presentation on preliminary findings and recommendations	September 2025
Draft report to Evaluation Manager (and Peer Reviewer)	October 2025
Draft Report shared with UNEP Project Manager and team	October 2025
Draft Report shared with wider group of stakeholders	November 2025
Final Report	December 2025
Final Report shared with all respondents	December 2025

14. Contractual Arrangements

84. Evaluation Consultants will be selected and recruited by the Evaluation Office of UNEP under an individual Special Service Agreement (SSA) on a “fees only” basis (see below). By signing the service contract with UNEP /UNON, the consultant(s) certify that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project’s executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form.

85. Fees will be paid on an instalment basis, paid on acceptance by the Evaluation Manager of expected key deliverables. The schedule of payment is as follows:

Table 6: Schedule of Payment for the Evaluation Consultant

Deliverable	Percentage Payment
Approved Inception Report (as per annex document #9)	30%
Approved Draft Main Evaluation Report (as per annex document #10)	40%
Approved Final Main Evaluation Report	30%

86. Fees only contracts: Where applicable, air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorised travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the Evaluation Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

87. The consultants may be provided with access to UNEP’s information management systems (e.g PIMS, Anubis, Sharepoint etc) and if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the evaluation report.

88. In case the consultants are not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Director of the Evaluation Office until the consultants have improved the deliverables to meet UNEP’s quality standards.

89. If the consultant(s) fail to submit a satisfactory final product to UNEP in a timely manner, i.e. before the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultants’ fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard²⁸.

²⁸ This may include contract cancellation in-line with prevailing UN Secretariat rules.

Annex 1: Tools, Templates and Guidance Notes for use in the Evaluation

90. The tools, templates and guidance notes listed in the table below, and available from the Evaluation Manager, are intended to help Evaluation Managers and Evaluation Consultants to produce evaluation products that are consistent with each other, and which can be compiled into a biennial Evaluation Synthesis Report. The biennial summary is used to provide an overview of progress to UN Environment and the UN Environmental Assembly.

91. This suite of documents is also intended to make the evaluation process as transparent as possible so that all those involved in the process can participate on an informed basis. It is recognised that the evaluation needs of projects and portfolio vary and adjustments may be necessary so that the purpose of the evaluation process (broadly, accountability and lesson learning), can be met. Such adjustments should be decided between the Evaluation Manager and the Evaluation Consultants in order to produce evaluation reports that are both useful to project implementers and that produce credible findings.

92. **ADVICE TO CONSULTANTS:** As our tools, templates and guidance notes are updated on a continuous basis, kindly download documents from the link provided by the Evaluation Manager during the Inception Phase and use those versions throughout the Evaluation.

List of tools, templates and guidance notes available:

Document #	Name
1	00_Tools Description and Mapping (Word file)
2	00a_UNEP Glossary Results Definitions (PDF file)
3	00b_List of Documents Needed for Evaluations (Word file)
4	01_Evaluation Criteria (Word file)
5	02_Criterion Rating Descriptions Matrix (Word file)
6	03_Evaluation Ratings Table ONLY (Word file)
7	04_Weighed Ratings Table (Excel file)
8	05_Project Identification Table ONLY (Word file)
9	06_Inception Report Structure and Contents (Word file)
10	07_Main Evaluation Report Structure and Contents (Word file)
11	08_TOC Reformulation Justification Table ONLY (Word file)
12	09_Quality of Project Design Assessment (Word file)
13	09a Quality of Project Design Assessment Template.xlsx (Excel file)
14	10_Stakeholder Analysis Guidance Note (Word file)
15	11_Gender Methods Note for Consultants (Word file)
16	12_Safeguards Methods Note for Consultants (Word file)
17	13_Use of Theory of Change in Project Evaluations (Word file)
18	14_Financial Tables (Word file)
19	15_Likelihood of Impact.xlsm (Excel file)
20	15a_Likelihood of impact Test Case (Excel file)
21	16_Recommendations Quality Guidance Note (Word file)
22	16a_In Report Template Presenting Recommendations and Lesson Learned (Word file)
23	17_TE-MTE GEF Cover Page Prelims and Style Sheet Main Evaluation Report (Word file)
24	18_TE-MTE Non GEF Cover Page Prelims and Style Sheet Main Evaluation Report (Word file)
25	19_Quality of Evaluation Report Assessment FINAL ONLY (Word file)
26	20_Evaluation Methodology Structure (Word file)
27	21_GEF Portal Annex Template (Word file)
28	Process 1_Evaluation Process Guidelines for Consultants (Word file)
29	Process 2_Template for Attestation Letter (Word file)
30	Process 3_Evaluation Consultants Agreement Form (Word file)
31	Process 4_Guidelines for Field Work During Coronavirus (Word file)
32	Process 5_Evaluation Consultants Team Roles (Word file)
33	Process 6_Template for Reference Checks (Word file)

Annex 2: Project Results Framework²⁹

Intervention Logic	Indicators	Baseline	Targets	Source of Verification	Assumptions
Strategic Objective: Enhanced conservation status of coastal landscapes of global environmental value, through improved management for their sustainable use and recovery, reduced threats and reduced pressure on natural resources that support human activities of local importance					
Project Objective: Conserve and recover coastal landscapes (CL) including wetlands and adjacent watershed territories integrating them into local development, through their sustainable management and use	I) <i>Area of landscapes under sustainable land management in production systems</i> II) <i>Number of policies and regulations governing sectorial activities in the coastal landscapes and watersheds that include measures to conserve and sustainably use biodiversity demonstrate results strengthening cross-sector integration</i> III) <i>Number of projects in development sectors, such as agriculture, forestry, infrastructure, housing, of coastal landscapes that include measures to conserve and sustainably use biodiversity</i> IV) <i>Area of pilot landscapes with application of restoration plans under "Restoration Landscape" Category</i>	I) 290,000 ha of coastal landscapes, do not include conservation and sustainable land management practices in their planning process and development activities II) Sector policies and regulatory frameworks do not incorporate BD and SLM considerations for coastal landscapes in development sectors III) There is an increasing level of production and development activities without proper planning and environmental considerations, with negative consequences on the wider landscape due to inappropriate land use change or inadequate protocols and practices for development activities, such as infrastructure, housing, agriculture and forestry -IV) Significant tendency toward soil degradation and land-use changes with no restoration plans being developed by competent authorities, private actors or community initiatives	I) 290,000 ha of Coastal wetland pilot landscapes integrate biodiversity conservation and sustainable land management practices into their planning process and development activities II) At least 4 Sector policies and regulatory frameworks incorporate BD and SLM considerations for coastal landscapes in development sectors III) At least 5 demonstrative experiences at the landscape level integrate SLM and BD considerations in production/development activities IV) At least 21,000 ha in pilot landscapes with restoration plans being implemented	I) demonstration activities and territorial planning with environmental considerations mapped II) Documents on the procedural status of the new or modified normative or policy body III) Audio-visual material with the projects or activities incorporating criteria and best practices, within the Project area of action IV) Target areas obtain "Restoration Landscape" Category from the EM	-The productive sectors and competent services compliance level is high with the protocols proposed and incorporate regulations into their mandates for promoting sustainable wetlands management and conservation -The associated public institutions and authorities are willing to incorporate these protocols and guidelines into their mandates and instruments which they foster. - Positive conditions are in place to work in a coordinated manner, harmonizing procedures and methodologies and sharing information within the framework of an integrated landscape approach, with both national and international institutions

²⁹ Extract from the ProDoc

Expected Results	Indicators	Baseline	Targets		Source of Verification	Assumptions												
			Mid-Term	End of Project														
Component 1 Information management and outreach for mainstreaming biodiversity and sustainable land management (SLM) with an integrated landscape approach																		
1.1 Decision makers and relevant stakeholders are aware and appreciate the importance of BD conservation and LD problems in coastal landscapes through more and better access to information regarding globally relevant biodiversity and the ecosystem and socio-economic services they provide (attitude change on issues)	i) Increase in information and availability of data on the importance of coastal landscapes and the ecosystem services they provide	There is insufficient information and knowledge that is key for decision-making and drawing up policies that insure sustainable natural resource and biodiversity management	-At least one pilot basin with ecosystem services evaluation completed -5 pilot wetlands with demarcated limits - at least one pilot with diagnosis of pollution sources - at least one pilot with hydrodynamic or bar movement study	- At least two pilot basins with ecosystem services evaluation completed -5 pilot wetlands with demarcated limits - at least one pilot with diagnosis of pollution sources -at least one pilot with hydrodynamic or bar movement study	-Ecosystem services evaluation report per pilot -Limitation mapping -Consultancy reports on diagnosis of polluting sources -Consultancy report on hydrodynamic study	There is good quality data in the relevant Public Services and support from landowners for access in order to gather data												
	ii) Increase in awareness of the importance of key BD conservation and SLM in coastal landscapes for ecosystem and socioeconomic services provision measured by KAP surveys on selected stakeholders (decision makers)	There is limited awareness by decision makers of the importance of coastal landscapes for biodiversity conservation and provision of different ecosystem services. KAP (Knowledge, Attitudes and Practices) survey results for baseline: <table border="1"><tr><th colspan="2">KAP Survey</th></tr><tr><td></td><td>Score</td></tr><tr><td>K</td><td>3,0</td></tr><tr><td>A</td><td>3,97</td></tr><tr><td>P</td><td>1,69</td></tr><tr><td>Mean</td><td>2,89</td></tr></table>	KAP Survey			Score	K	3,0	A	3,97	P	1,69	Mean	2,89	At least 50% of the identified stakeholders have improved on KAP survey results by least 30% from baseline	At least 80% of the identified stakeholders have improved on KAP survey results by least 50% from baseline	Annual and final communications strategy and knowledge management reports Kap survey results	The abilities generated are not lost if the trained personnel rotate or leave
	KAP Survey																	
	Score																	
K	3,0																	
A	3,97																	
P	1,69																	
Mean	2,89																	
iii) Increase in the use of the EM's wetlands platform, measured by an increase in downloads of information available on the platform and the degree of involvement of civil society in the	Currently, 40 persons from the civil society are involved in the use of the EM wetland Platform, uploading photographs to help with national inventory, there are no information on EESS or socio-economic data of the watersheds in the platform.	The wetlands platform with integrated information on Ecosystem Services and Biodiversity, importance of coastal landscapes (of at least 1 pilot) and with an increase of at least	The wetlands platform with integrated information on Ecosystem Services and Biodiversity, importance of coastal landscapes (of at least 2 pilots) and with an increase of at	Inventory of platform users, number of reports with information associated with coastal landscapes, and number of photographs uploaded in the citizen wetlands inventory	Civil society is interested in the importance of wetlands and utilizes the EM platform's applications and tools effectively													

Expected Results	Indicators	Baseline	Targets		Source of Verification	Assumptions
			Mid-Term	End of Project		
	<i>collaborative wetlands inventory</i>		300% of citizens participation in the collaborative wetlands inventory (120 persons)	least 500% of citizens participation in the collaborative wetlands inventory (200 persons)		
	<i>iv) Increase in civil society's knowledge of the importance of key BD conservation and provision of ecosystem and socioeconomic services of coastal landscapes, measured by the number of educational and awareness programs, and persons participating in the programs (separated by gender)</i>	Most of the population is not aware of the importance of coastal landscapes for biodiversity conservation of different plant and animal species, nor of the ecosystem services provided and the threats that these ecosystems face	- At least 2 education and awareness programs (1 per year for each pilot) on coastal wetlands ecosystems services, biodiversity and sustainable practices implemented in pilot Project areas. -At least 400 people have participated in the programs, of which at least 40% are women	-At least 5 education and awareness programs (1 per year for each pilot) on coastal wetlands ecosystems services, biodiversity and sustainable practices implemented in strategic Project areas. -At least 700 people have participated in the awareness programs, at least 40% being women	-Document on the extension-training program - schedule of activities -Invitations - guest list - presentations -Web Page Installed - Report of annual information flow on the part of the web page administrator -Education Materials drawn up -Photographic record of activities - Attendance lists.	-A high level of interest and participation on the part of each target audience in the environmental education programs
	<i>v) Number of communications activities on lessons learned from pilot project implementation carried out.</i>	There is no effective translation of relevant information into effective public policies and adequate management decisions, especially on the sub-national levels	-At least 2 extension activities of lessons learned implemented	-At least 5 extension activities of lessons learned implemented	- Document on the extension -training program - schedule of activities -Invitations - guest list - presentations - photographs of activities.	Key stakeholders show interest in participating in the extension activities, and the pilot experiences have been successful and worthy of replication.
Outputs:						
1.1.1 Quantified ecological and socioeconomic assessment of Coastal landscapes including wetlands and adjacent watershed territories, with biodiversity inventory; Ecosystem Services Evaluation Report; definition of wetlands extension and buffer zones, Proposals for studies and programs on value added for watershed hydrological system						
1.1.2 EM Wetland Platform containing processed and integrated information including inventory, monitoring system, Ecological and socioeconomic data, and maps regarding priority zones as a decision-making aid for conservation of private or State coastal landscape areas						
1.1.3 Outreach and dissemination strategy for mainstreamed BD conservation and SLM in coastal landscapes based on the systematization of Project tools, methodologies, outcomes and findings						
Component 2 Institutional and regulatory frameworks strengthened						
2.1 Improvement in institutional and	<i>vi) Increase in capacity of professionals, staff</i>	Knowledge is limited at the technical level on how these ecosystems function at the	- KAP survey results increases in 40% from baseline through	- KAP survey results increases in 60% from baseline through	Results of KAP surveys	The abilities generated are not lost if the

Expected Results	Indicators	Baseline	Targets		Source of Verification	Assumptions																																																												
			Mid-Term	End of Project																																																														
technical capability for Integrated Landscapes Approaches for SLM and BD conservation in coastal landscapes of South-central Chile (improved institutional competency)	<i>members of the Technical National Committee and Local Technical Committees to manage coastal landscapes measured by KAP survey</i>	landscape level, in terms of the causal relationship of their components and their interactions. KAP survey results: <table><tr><td colspan="2">KAP Survey Elqui pilot</td></tr><tr><td></td><td>Score</td></tr><tr><td>K</td><td>3,2</td></tr><tr><td>A</td><td>3,7</td></tr><tr><td>P</td><td>1,5</td></tr><tr><td>Mean</td><td>2,82</td></tr><tr><td colspan="2">Mantagua pilot</td></tr><tr><td></td><td>Score</td></tr><tr><td>K</td><td>3,1</td></tr><tr><td>A</td><td>3,7</td></tr><tr><td>P</td><td>1,3</td></tr><tr><td>Mean</td><td>2,7</td></tr><tr><td colspan="2">Cahuil pilot</td></tr><tr><td></td><td>Score</td></tr><tr><td>K</td><td>2,5</td></tr><tr><td>A</td><td>3,7</td></tr><tr><td>P</td><td>0,8</td></tr><tr><td>Mean</td><td>2,3</td></tr><tr><td colspan="2">Rocuant-Andalien pilot</td></tr><tr><td></td><td>Score</td></tr><tr><td>K</td><td>3,5</td></tr><tr><td>A</td><td>3,1</td></tr><tr><td>P</td><td>1,4</td></tr><tr><td>Mean</td><td>2,7</td></tr><tr><td colspan="2">Queule pilot</td></tr><tr><td></td><td>Score</td></tr><tr><td>K</td><td>2,3</td></tr><tr><td>A</td><td>3,2</td></tr><tr><td>P</td><td>0.3</td></tr><tr><td>Mean</td><td>1,96</td></tr></table>	KAP Survey Elqui pilot			Score	K	3,2	A	3,7	P	1,5	Mean	2,82	Mantagua pilot			Score	K	3,1	A	3,7	P	1,3	Mean	2,7	Cahuil pilot			Score	K	2,5	A	3,7	P	0,8	Mean	2,3	Rocuant-Andalien pilot			Score	K	3,5	A	3,1	P	1,4	Mean	2,7	Queule pilot			Score	K	2,3	A	3,2	P	0.3	Mean	1,96	Training program for public services on landscape approaches, ecosystem services, territorial planning and sustainable practices	Training program for public services on landscape approaches, ecosystem services, territorial planning and sustainable practices		trained personnel rotate or leave
	KAP Survey Elqui pilot																																																																	
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K	3,2																																																																	
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	<i>vii) Increase in engagement of the relevant institutions</i>	Several national institutions are involved in coastal ecosystems, some related to	-At least one international/national seminar on coastal	-At least three international/national seminars on coastal	Annual Reports of activity implementation -	There is political will of relevant institutions and stakeholders																																																												

Expected Results	Indicators	Baseline	Targets		Source of Verification	Assumptions
			Mid-Term	End of Project		
	<i>measured by the number of inter-institutional seminars for knowledge exchanged on coastal landscape sustainable management and ecosystem services approaches</i>	production and development activities in these ecosystems (MOP, MINVU, SUBDERE, MINAGRI) and others in their conservation and administration (EM, CONAF, MBN). But up to now, no knowledge exchange opportunities, such as seminars, have integrated conservation practices into developing activities with all these actors involved.	landscape sustainable management and ecosystem services approaches	landscape sustainable management and ecosystem services approaches	Seminars attendance lists	(MOP, MINVU, MBN, CONAF, MINAGRI, SUBDERE) to support, coordinate and participate in the implementation of the seminars. Positive conditions are in place to share information and experiences with international institutions or organizations
	<i>vii) Participatory mechanisms developed, measured by the conformation on national and local committees</i>	There is limited and/or inconsistent coordination of national institutions for the sustainable management and conservation priorities of productive landscapes and coastal wetlands, with no mechanisms for integration of participants from the Public services, private actors, academia and civil society.	-Steering Committee, National Technical Committee and 5 Local technical Committees formed	- Steering Committee, National Technical Committee and 5 Local technical Committees formed	Co-finance letter from Steering Committee Participation compromise letters from National and Local Technical Committees	Political will of relevant institutions and stakeholders (MOP, MINVU, MBN, CONAF, MINAGRI, SUBDERE, regional and local governments, and civil society organizations) to support, coordinate and participate in the implementation of the Project activities
2.2 Incorporating regulations and criteria regarding BD conservation and SLM in coastal landscapes into the strategies and mandates of the EM, the Ministry of Housing and Urbanization	<i>ix) Inclusion of environmental considerations and best practices for coastal landscape conservation in the policy instruments of the Ministry of Housing and Urbanization (MINVU), Ministry of Public Property (MBN), Ministry of Public Construction (MOP), National Tourism</i>	Non-existent policy instruments in the associated institutions that specifically indicates environmental considerations and best practices for developing activities when these occurs in coastal landscapes. Agriculture has best practices guidelines but needs to consider more specific criteria when activities are in wetlands and their watershed. Housing has standards for sustainable construction, but with energy	At least 1 institution incorporates into their policy instruments environmental considerations and best practices for productive and development activities in coastal landscapes	At least 4 institutions incorporate into their policy instruments environmental considerations and best practices for productive and development activities in coastal landscapes	Reports in legal texts from institutions belonging to the Steering or Technical Committee that indicate inclusion of environmental considerations and criteria in their mandates and tendering processes.	Authorities from the Involved Ministries have the political will to incorporate these protocols and environmental considerations into their mandates and tendering processes before the Project is finalized. The Public Services and other relevant stakeholders show a willingness to

Expected Results	Indicators	Baseline	Targets		Source of Verification	Assumptions
			Mid-Term	End of Project		
(MINVU), Ministry of Public Property (MBN), Ministry of Public Construction (MOP), National Tourism Service (SERNATUR) and the Ministry of Agriculture (MINAGRI) increasing the Project's scope (implementation of new or revised policies)	<i>Service (SERNATUR) and the Ministry of Agriculture (MINAGRI)</i>	efficiency and waste disposal as the main focus.				incorporate environmental considerations and best practices in their productive activities, scaling the project scope
	<i>x) Number of policy elements that negatively impact coastal ecosystems modified, replaced or counteracted</i>	There are a number of policy elements that negatively impact coastal ecosystems, such as irrigation subsidies, penalties for not using water rights, agriculture conversion subsidies, among others. Exhaustive political analysis at project onset will define final baseline.	Modification proposal for at least 3 policy elements that negatively impact coastal ecosystems	At least 3 modified or replaced policy elements that negatively impact coastal ecosystems	document on the procedural status of the new or modified normative body	Authorities from the Involved Ministries have the political will to incorporate these modifications before the Project is finalized.
Outputs:						
<i>2.1.1 Training Program developed and implemented for increased capacity of State institutions (EM, MINVU, MOP, MBN, Agriculture, Subdere, among others) professionals to incorporate BD and SLM considerations within landscape and mitigation approaches as well as improved management practices for coastal landscapes sustainable management</i>						
<i>2.1.2 Systematization of tools for quantifying coastal landscapes ecosystem and socioeconomic services, monitoring, and recovery for the purpose of efficient information management</i>						
<i>2.1.3 Interinstitutional coordination for knowledge management, synergies and cooperation in similar or complementary initiatives</i>						
<i>2.2.1 Criteria and environmental considerations for Integrated sustainable land management and key BD conservation in coastal landscapes to be adopted by MINVU, MBN, MOP, SERNATUR and MINAGRI</i>						
<i>2.2.2 Recommendations and criteria for BD conservation and SLM in coastal landscapes management to be included in the EM's Environmental Impact Evaluation System and associated institutions regulations, laws and policy elements</i>						
Component 3 Demonstrative landscapes						
3.1 Enhanced mechanisms for cross-sector integrated planning and implementation of sustainable natural resources management at district level to decrease LD and preserve habitat of BD in coastal landscapes	<i>xi) Area under Integrated land-use and restoration plans for conservation and sustainable use in the pilot watersheds</i>	There are only three restoration initiatives in the project area, two from the GEF Project Support to Civil Society and Community Initiatives for Generating Global Environment Benefits, and one from a Regional Development Project. These initiatives give us demonstrative examples and methodologies for community base initiatives, but they are not integrated in the Land use planning of the region, and have limited coordination with	- Vulnerable zones with degraded areas identified for recovery prioritization At least 21,000 ha of pilot ecosystems with integrated management and restoration plans, formulated, revised and adapted to local conditions	At least 21,000 ha of pilot ecosystems with integrated land-use and restoration plans, are under implementation for maintaining, restoring and improving resilience of coastal landscapes and wetlands watersheds	National Restoration Strategy "Restoration Landscape" category obtained Documents on integrated landscape programs and Implementation reports for public and private landholdings within the Project area. <i>LDN Target and compliance review with</i>	The Municipalities, productive sectors and competent services are receptive regarding the usefulness of the tools proposed and are strengthened by the Project for promoting Conservation of biodiversity and anti-land degradation measures.

Expected Results	Indicators	Baseline	Targets		Source of Verification	Assumptions
			Mid-Term	End of Project		
considering the multiple dimensions of livelihood options (agriculture, forestry, livestock, construction, tourism, infrastructure) and monitoring programs		local authorities, since their objectives are different from this project.			<i>National Focal Point (CONAF)</i>	
	xii) Number of sites applying programs for monitoring components of wetland basin health and biodiversity, with participation of public institutions, local communities and the private sector.	The DGA, EM, and DIRECTEMAR have monitoring programs for wetlands with different indicators, but there is a lack of citizen participation and private sector and local government's involvement. Resulting in a lack of ownership from the community and even stolen instruments from the measurement points.	5 integrated programs for monitoring components of wetland basin health and biodiversity, formulated, and adapted to local conditions	5 pilot sites establish a program for monitoring components of wetland basin health and biodiversity, with participation of public institutions, local communities and the private sector.	Methodological Document of Monitoring -Reports of Monitoring Results	Communities and local stakeholders are interested in participating in land management planning and monitoring wetlands and their watersheds for BD conservation and commit to following monitoring and accounting protocols and methods.
	xiii) <i>Number of demonstrative applications of best practices in the following sectors:</i> -housing development -infrastructure -agriculture -forestry -Tourism	Productive and development practices are void of environmental criteria or best practices protocols and mitigation actions, when related to wetlands and their watershed. Forestry and agricultural activities have best practice guidelines, but no with a direct focus on conserving wetlands and coastal landscapes	At least one demonstration activity in each productive/development sector (5 in total) being planned with adoption of best environmental practices and criteria as expressed in component 2	At least one demonstrative activity in each productive/development sector (5 in total) being implemented in a pilot site, with adoption of best practices as expressed in component 2	-Satellite images for forestry, agriculture, livestock projects -MOP, MINVU, MBN or SUBDERE tendering incorporate best environmental practices and criteria -Sustainable tourism projects obtaining Sustainability label of the National Tourism Service	Environmental considerations and good practices in productive sectors provide sufficient support for the conservation of coastal landscapes
3.2 The associated institutions at the sub-national level recognize and incorporate into their territorial planning, zoning and practices, issues of conservation,	xiv) <i>Number of Municipalities applying territorial planning instruments that integrates coastal ecosystem conservation</i>	There is a lack of biodiversity conservation objectives and practices integrated in the planning instruments used at the local level, where an integrated vision of the territory and its ecosystem services within activities that support ordering and planning of the coastal fringe is needed	At least 2 municipalities with municipal ordinances, or other territorial planning instrument (PROT, RENAMU, PRI, PLADECO, ZBC, ZOIT, PRC), with coastal landscape BD and LD considerations integrated and being applied	At least 4 municipalities with municipal ordinances, or other territorial planning instrument (PROT, RENAMU, PRI, PLADECO, ZBC, ZOIT, PRC), with coastal landscape BD and LD considerations integrated and being applied	Municipal ordinances or other territorial planning instruments	The regional political leaders commit to prioritizing issues of coastal ecosystem conservation. There is interest on the part of local authorities and communities in conserving the biodiversity of their coastal ecosystems

Expected Results	Indicators	Baseline	Targets		Source of Verification	Assumptions
			Mid-Term	End of Project		
recovery and monitoring of BD conservation and SLM in coastal landscapes (adoption of new practices)						
3.3 Livelihood of coastal landscape smallholders are more resilient, diversified and strengthened	xv) Number of projects for diversification of sustainable economic activities	Alternatives for diversified production activities are not being made available efficiently	At least 3 projects with diversified productive activities or services implemented	At least 6 projects with diversified productive activities or services implemented	Documents of projects with description of diversified activities	The relevant authorities provide long-term support to groups interested in diversifying their productive activities.
	xvi) Number of women and men from communities associated with wetlands engaged in diversified productive activities, exclusively or in addition to their usual activities	Most of the communities' work on traditional production activities, there is a lack of capabilities for drawing up, and acquiring available regional funding for projects that include ecosystem services considerations	At least 10 men and 10 women from local communities are beneficiaries for diversification of economic activities	At least 20 men and 20 women from local communities are beneficiaries for diversification of economic activities	Documents of projects with financing given to the communities	Stakeholders from local communities are willing to explore alternative productive activities.
	xvii) Level of adoption of instruments promoted and strengthened for certifying best productive practices in coastal landscapes (EM green seal for coastal landscapes)	Local producers do not have access to green seals for services produced in a manner that is environmentally compatible with the coastal landscapes.	At least 2 projects with EM green seal for coastal landscapes obtained	At least 6 projects with EM green seal for coastal landscapes obtained	Obtaining certification seal	There is interest on the part of local stakeholders for improving their productive systems and implementing best practices compatible with the Project's objectives.
Outputs:						
3.1.1 Integrated land use and restoration plans in participating districts with high biodiversity and LD problems, developed by district authorities, communities and local stakeholders, and being effectively applied						
3.1.2 On-the-ground implementation of selected SLM and BD conservation measures from guidelines and protocols for sustainable use of landscapes in pilot ecosystems						
3.2.1 Central Government, communities and other district level stakeholders receive training in the development and implementation of integrated land-use planning and have knowledge/experience necessary to continue the application of plans.						
3.3.1 The diversification of rural livelihoods in coastal landscape communities and value chain development of a selection of sustainable managed products and services from coastal landscapes is supported						