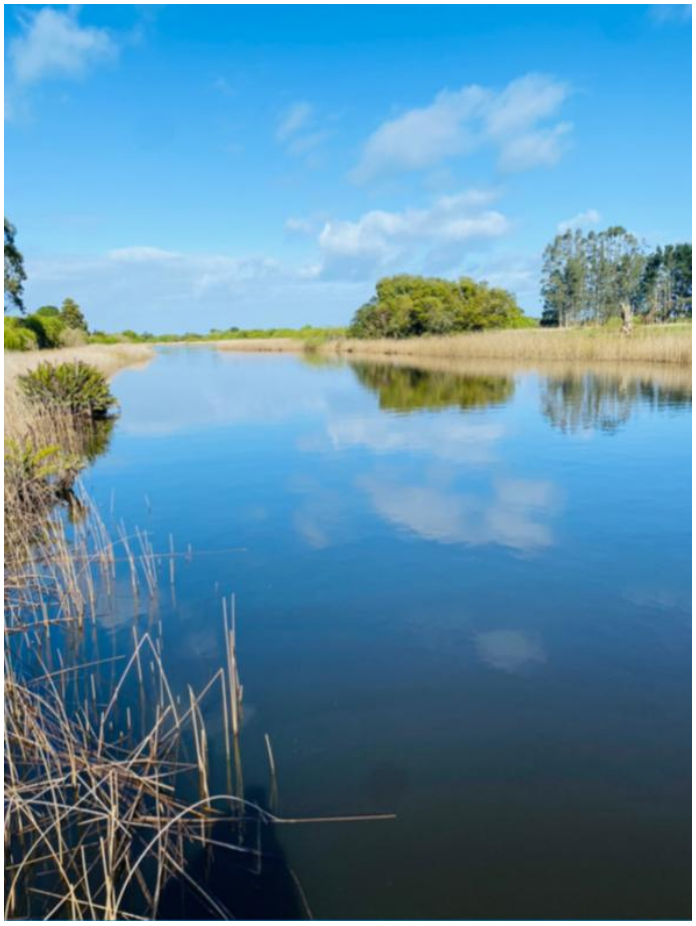
Terminal Evaluation of the UNEP/GEF Project

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

(2019-2025)



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

April 2026

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The evaluation consultant hopes that the findings, conclusions and recommendations will contribute to the successful finalisation of the current project, formulation of any next phases and to the continuous improvement of similar projects in other countries and regions.

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Brief Consultant Biography

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As an independent evaluator, she has participated in the thematic evaluation of the Food and Agriculture Organization of the United Nations (FAO) work in support to SDG 14 Life Below Water, and in the evaluations of the FAO's Country Program in Mexico and Colombia, and UNIDO's Country Program in China. She has also conducted 27 evaluations of projects related to sustainable use of natural resources, climate change and chemicals management, for FAO, UNDP, UNEP and UNIDO, among others. These evaluations have been funded by international bodies such as the Global Environment Facility, the Adaptation Fund and the European Union and have covered the Latin American and Caribbean region, Africa and Asia. She has also published scientific and outreach papers nationally and internationally.

About the Evaluation

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ABSTRACT: This report is a Terminal Evaluation of a UNEP/GEF Mainstreaming Conservation of Coastal Wetlands of Chile's South Center Biodiversity Hotspot through Adaptive Management of Coastal Area Ecosystems (GEF ID 9766) project, implemented between 2019 and 2025. The project's objective was to improve the ecological condition and conservation of wetlands and associated watersheds by promoting sustainable management, strengthening coastal landscape governance, and integrating wetland conservation into local development processes. As a result, the project delivered strong technical results, generating ecological assessments and tools that improved knowledge on the five pilot wetlands and informed key regulatory and planning instruments, mainly at national level. These products supported wetland declarations, improved decision-making, and strengthened capacities among communities and public officials. Municipal uptake remained limited and pilot actions were largely demonstrative. The project's results were driven mainly by the implementation of the Urban Wetlands Law of Chile and additional resources generated by a favourable dollar-to-Chilean peso exchange rate. Sustainability is moderately likely, though limited resources, weak private-sector engagement, shortcomings in co-financing reporting, limited attention to vulnerable groups, and some reactive approach to safeguards present remaining challenges.

Source(s) of Funding by Country:

Source(s) of Funding by Institution Type:

Foundation/NGO	No
Private Sector	No
UN Body	No
Multilateral Fund	Yes
Environment Fund	No

Key words: Coastal wetlands, solutions based on nature

Primary data collection period: August to December 2025

Field mission dates: 22 September - 3 October 2025

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List of acronyms and abbreviations

BD	Biodiversity
CW	Coastal Wetlands
GEF	Global Environment Facility
KAP	Knowledge Attitude Practice
LD	Land Degradation
MBN	Ministry of Public Property
ME	Ministry of Environment
M&E	Monitoring and Evaluation
MINAGRI	Ministry of Agriculture
MINVU	Ministry of Housing and Urbanization
MOP	Ministry of Public Construction
MTR	Mid Term Review
MTS	Medium-Term Strategy
NGO	Non-Governmental Organisation
PIR	Project Implementation Review
POW	Plan of Work
PPR	Project Performance Report
ProDoc	Project Document
SBPA	Service of Biodiversity and Protected Areas
SEREMI	Regional Ministerial Secretariat
SERNATUR	National Tourism Service
SDG	Sustainable Development Goals
SLM	Sustainable Land Management
SUBDERE	Under Ministry for Regional Development
TOC	Theory of Change
UN	United Nations
UNEP	United Nations Environment Programme

Project Identification Table

Table 1: Project Identification Table

GEF Project ID/SMA ID[1]:	**GEF ID:** 9766 **SMA ID:** 36815		
Type of GEF Project:	Child: N	Global Coordinating Project:	N
	If yes, provide GEF Programme[2] ID:	Medium-Size Project or Full-Size Project:	FSP
UNEP Management (Division/Branch/Unit):	[3] Ecosystems Division, Biodiversity and Land Branch, GEF Biodiversity and Land Degradation Unit	Executing Agency: (*indicate if internally executed*):	Ministry of the Environment, Chile Fundación Sendero de Chile
Sources of Funding (Co-finance):	*Country[4](ies):* Chile	*Institution[5] Name/Type:* Governments (Chile) UNEP (UN body) Fundación Sendero de Chile (Foundation/NGO)	
Relevant SDG(s):	SDGs 11, 13, 15		
MTS (at approval):	MTS 2018-2021, MTS 2022-2025		
POW Direct Outcome(s) number/reference[6] *(applicable for projects approved from 2022):* **OR** POW Output(s) number/reference[6] *(applicable for projects approved pre-2022)*	*POW Direct 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.	MTS 2025 Outcome(s) number/reference[6] *(applicable for projects approved from 2022):* **OR** POW Expected Accomplishment(s) number/reference[6] *(applicable for projects approved pre-2022):*	*MTS 2025 Outcome:*
	POW Output:		*POW Expected Accomplishment:* N/A
Sub-programme:	POW 2018-19 - Healthy and productive ecosystems.	Programme Coordination Project (if relevant):	N/A

[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. Previously, it was referred to as a PIMS ID number.
[2] GEF Programme refers to 'Parent' project.
[3] Formerly, Division of Environmental Policy Implementation (DEPI)
[4] Where applicable, list countries who have provided project funds and/or co-finance.
[5] Indicate where funding institutions are any/all of the following: Foundation/NGO; Private Sector; UN Body; Multilateral Fund; Environment Fund.
[6] For these items do not include full text; only enter the number or reference.

UNEP approval date:	15 May 2019	GEF approval date:	29 August 2019
GEF Operational Programme/Cycle # (e.g. GEF-7):	GEF-6	GEF Strategic Priority (e.g. BD4):	BD-4, Program 9; LD-3, Program 4
Focal Area(s):	Biodiversity and land degradation		
Expected start date:[7]	15 November 2019	Actual start date:[8]	15 November 2019
Planned completion date:[7]	31 October 2024	Actual operational completion date:	31 March 2025
Planned project budget at approval:	GEF grant allocation: US$ 5,146,804		
	Expected co-financing: *Cash: US$ 17,487,139* *In-kind: US$ 3,278,745*		
	Total planned budget: US$ *25,138,794*		
Actual expenditures reported (cash only):	GEF grant expenditures reported as of 19 September 2025: US$ *5,101,804*		
	Actual co-financing *insert date*: there was not enough evidence to determine the co-financing mobilized.		
	Total actual expenditures reported as of *insert date*: to be defined		
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[9] *(required or not required):*	UNEP requirement: Y GEF requirement: Y	Mid-term Review/ Evaluation actual date:	February 2023
Terminal Evaluation *(planned date):*	June 2025	Terminal Evaluation actual date:	August 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

[7] Expected/planned dates are listed in the Project Document (ProDoc).
[8] Actual start date is the date of the last signature on the PCA or ICA.
[9] UNEP projects of four or more years duration require an MTR unless there is an exceptional circumstance. See the *Evaluation in the Project Cycle* section in the Evaluation Office's operational manual. Donor requirements may vary and should be considered in conjunction with UNEP's requirements.

Executive Summary

Project background

1. The "*Mainstreaming Conservation of Coastal Wetlands of Chile's South Center Biodiversity Hotspot through Adaptive Management of Coastal Area Ecosystems (GEF ID 9766)"* project aimed to address species extinction, habitat loss, and ecosystem degradation in the coastal wetlands of the south-central Chile biodiversity hotspot. It sought to improve the ecological condition and conservation of wetlands and associated watersheds by promoting sustainable management, strengthening coastal landscape governance, and integrating wetland conservation into local development processes.

2. The project was approved by the United Nations Environment Programme (UNEP) on 15 May 2019 and by the Global Environment Facility (GEF) on 29 August 2019. It operated from November 2019 to March 2025 and was implemented at national level, in Chile, with five (5) regional pilots and with one extension of approximately five (5) months. It benefited from financial support from the GEF for an amount of US$ 5,146,804. The project was implemented by the Ecosystems Division, GEF Biodiversity and Land Degradation Unit and executed by the Ministry of Environment.

This evaluation

3. This terminal evaluation was undertaken to assess project performance in terms of relevance, effectiveness and efficiency and determine outcomes and impacts stemming from the project including sustainability. In particular, 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 executing partners and other stakeholders. The evaluation assessed the performance of the project against nine evaluation criteria[10] and assigns a score from a six-point scale[11]. The evaluation has two primary purposes: accountability and learning.

4. The evaluation adopted a participative and consultative approach and used a mixed-method approach to collect data as best practice. This approach ensured triangulation and validation of data collected from different sources using different methods to enhance the credibility of findings, conclusions and recommendations.

Key findings and performance ratings

5. **Strategic relevance.** The project was aligned and relevant to UNEP's Medium-Term Strategy 2018-2021 and Program of Work 2018-2019. It was also aligned to two GEF 6 focal area strategies: Biodiversity and Land Degradation, and with Sustainable Development Goals 11, 13 and 15. At the global level, the project is relevant to the objectives of the Convention on Biological Diversity and the Ramsar Convention on Wetlands, both ratified by Chile. At national level, the project is directly linked to the National Biodiversity Strategy 2017-2030 and its

[10] (1) Strategic Relevance, including Complementarity; (2) Quality of Project Design; (3) Nature of External Context; (4) Effectiveness (incl. availability of outputs; achievement of outcomes and likelihood of impact); (5) Financial Management; (6) Efficiency; (7) Monitoring and Reporting; (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues.

[11] The six-point scale is as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion are 'weighted' to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability.

Action Plan, and the National Wetlands Protection Plan 2018-2022. The project generated some synergies with GEF projects ID 11208, 4939 and 10718.

6. **Quality of Project Design.** The project design was generally strong, with solid problem analysis, stakeholder engagement, governance arrangements, and financial and M&E planning. However, weaknesses were identified in the logical framework (e.g., there is overlap between outcome indicators and output descriptions, and no output-level indicators were proposed), safeguard assessment, alignment with UNEP's MTS/POW, the GEF, and regional agenda priorities, data collection guidance, and the absence of an actual exit strategy.

7. **Nature of the External Context.** The project started during the 2019–2020 Chilean protests and the onset of the COVID-19 pandemic, but strong adaptive management enabled expanded delivery and minimized disruption to project performance.

8. **Effectiveness.** The project delivered strong technical results, generating ecological assessments and tools that improved knowledge on the five pilot wetlands and informed key regulatory and planning instruments, mainly at national level. These products supported wetland declarations, improved decision-making, and strengthened capacities among communities and public officials. Municipal uptake remained limited and pilot economic alternative were largely demonstrative. The project's results were driven mainly by the implementation of the Urban Wetlands Law of Chile and additional resources generated by a favourable dollar-to-Chilean peso exchange rate.

9. **Likelihood of impact**. The project shows a likely path toward achieving its intended impact. Strong institutional commitment, community engagement, and the integration of project initiatives into governance and planning instruments provide a solid foundation for sustained progress. Although only one intermediate state of the Theory of Change could be demonstrated, the achievement of most outcomes and early signs of replication indicate positive momentum toward long-term change.

10. **Financial Management.** Compliance with UNEP/GEF financial policies was partial. While the management of GEF resources generally complied with contractual requirements and was supported by audits and adequate documentation, minor fiduciary issues and administrative capacity constraints occurred during implementation but were addressed through corrective measures. However, the project did not fully comply with the GEF Co-Financing Policy, as reported co-financing figures were based on estimates rather than verified data and the mechanism to track partner contributions was not sustained. Consequently, while it is reasonable to conclude that some level of co-financing was provided, the lack of verifiable documentation prevented confirming the actual amounts mobilized and limited the assessment of the project's financial leverage.

11. **Efficiency.** The project demonstrated a good level of efficiency**,** achieving most results and exceeding several outcome targets within the approved budget and with only a short no-cost extension. Performance was supported by effective adaptive management, strong coordination and partnerships, and a favourable policy environment created by the Urban Wetlands Law of Chile. Exchange rate gains also increased available resources. However, the strong focus on supporting the law's implementation limited attention to some planned activities, particularly ecosystem restoration.

12. **Monitoring and Reporting.** The project established regular monitoring and reporting mechanisms and generally complied with UNEP/GEF requirements. However, fragmented information, documentation gaps, and weaknesses in the logical framework limited strategic performance analysis, while insufficient follow-up on Steering Committee decisions and limited attention to vulnerable groups constrained institutional learning and social inclusion.

13. **Sustainability.** Overall, the project established a moderate foundation for long-term sustainability**,** supported by strong socio-political ownership and advances in the national institutional framework, although financial and subnational institutional constraints pose risks to the consolidation of results.

14. **Quality of Project Management and Supervision.** UNEP provided generally effective financial and technical oversight, though gaps in safeguards monitoring and co-financing supervision limited its performance. The Ministry of the Environment demonstrated strong ownership and support to the implementation of the Urban Wetlands Law; however, additional resources expanded the project scope, diverting attention from some planned results, particularly restoration targets, and creating tension between participating entities.

15. **Stakeholders Participation and Cooperation**. The project established effective mechanisms for multi-level stakeholder engagement through the National and Local Technical Committees, complemented by awareness-raising and training activities that enabled stakeholders to actively participate and receive up-to-date information on the project's progress. These mechanisms strengthened ownership, policy influence, and coordination between local actors and the Ministry of the Environment, although performance varied across pilot areas. However, private-sector participation remained limited due to the absence of a targeted engagement strategy and incentives to foster sustained and active involvement.

16. **Responsiveness to Human Rights and Gender Equality**. No complaints related to human rights violations or gender discrimination were reported during project implementation. The project ensured balanced participation of women and men; however, gender mainstreaming remained largely focused on numerical parity rather than on addressing structural inequalities or promoting systematic empowerment. While most activities relied on existing territorial dynamics, targeted support in some cases, such as support for women artisans in the Queule pilot, demonstrated the project's potential to generate meaningful gender outcomes.

17. **Environmental and Social Safeguards**. The project generated positive environmental outcomes for coastal wetland conservation; however, its Environmental and Social Safeguards framework showed some weaknesses in risk identification, mitigation planning, and adaptive management. Moderate risks related to biodiversity and indigenous peoples were identified, but mitigation measures were only partially defined and some safeguard actions, such as culturally appropriate engagement, were applied only after implementation challenges emerged. Safeguard monitoring also failed to capture early social risks, such as the voluntary withdrawal of oyster producers from project activities in the Cahuil wetland as they perceived that their needs would not be met. Although no environmental or social harm was reported, safeguard implementation was reactive rather than preventive, limiting the project's capacity to anticipate and manage potential trade-offs.

18. **Country Ownership and Driven-ness**. The enactment of the Urban Wetlands Law of Chile reflected strong national ownership by providing a clear policy mandate that anchored project implementation and enabled the achievement of most outcomes. Continued government support despite a change in presidential leadership also demonstrated institutional commitment beyond political cycles, reducing political risk and sustaining momentum for wetland governance reforms.

19. **Communication and Public Awareness**. The Communication and Environmental Education Strategy effectively raised awareness of the ecological and socio-economic value of wetlands, strengthening stakeholder engagement and informing decision-making across governance levels. This contributed to increased community participation and reinforced the

project's policy influence through collaboration with the Ministry of the Environment. However, the strategy showed limitations in addressing vulnerable groups, such as women and indigenous peoples. The continued availability of communication materials on public platforms supports the long-term dissemination and institutionalization of wetland-related knowledge.

Table 2: Summary of project ratings

Criterion[10]	**Rating**[11]
Strategic Relevance	S
Quality of Project Design	MS
Nature of External Context	F
Effectiveness	S
Financial Management	MS
Efficiency	S
Monitoring and Reporting	S
Sustainability	ML
Factors Affecting Performance	S
Overall Project Performance Rating	**S**

Conclusions

20. Overall, the project performed at the **"Satisfactory"** level, showing strong alignment with national priorities, effective adaptive management during the COVID-19 pandemic, and solid coordination with the Ministry of the Environment. It increased awareness of the value of wetlands, generated technical tools and knowledge products, and significantly supported the implementation of the Urban Wetlands Law. While national policy influence was strong and pilot landscapes provided practical demonstrations, municipal uptake remained uneven. Sustainability is moderately likely, though limited resources, weak private-sector engagement, shortcomings in co-financing reporting, limited attention to vulnerable groups, and some reactive approach to safeguards present remaining challenges.

Lessons learned

21. Lesson Learned #1: The project's strong and deliberate focus on communities and local actors proved to be a key driver of social sustainability, reinforcing ownership, long-term engagement, and the durability of project results.

22. Lesson Learned #2: Restoration activities should be initiated early in project implementation to allow sufficient time for consolidation, monitoring, and verification of ecological effectiveness.

23. Lesson Learned #3: Results Frameworks should ensure a clear vertical logic and include SMART indicators at all levels, with consistent ambition across outputs and outcomes, to enable effective performance monitoring and results-based management.

24. Lesson Learned #4: Awareness-raising and capacity building (training activities) should be included as outputs instead of outcomes in order to better capture the more strategic results derived from their implementation.

Recommendations

25. Recommendation #1: Conduct an ex-post estimation of project co-financing through direct consultations with co-financers, using a transparent and documented methodology, to strengthen financial accountability and inform co-financing tracking in future projects.

26. Recommendation #2: Future projects should anticipate conservation-related trade-offs and support affected stakeholders with sustainable livelihood alternatives.

27. Recommendation #3: Clarify institutional leadership, implementation responsibilities, and the intended operational use of Integrated Management Plans, and adjust the plans developed by the project accordingly to ensure their practical applicability and avoid continued investment in planning instruments with limited implementation capacity.

28. Recommendation #4: Explore, with support from development partners where needed, incentive-based mechanisms to engage the private sector in wetland conservation and sustainable use, including financial, regulatory, and market-oriented instruments, to strengthen long-term sustainability.

Resumen ejecutivo

Antecedentes del proyecto

29. El proyecto *«Promoviendo la conservación de los humedales costeros del hotspot de biodiversidad del centro-sur de Chile mediante la gestión adaptativa de los ecosistemas de las zonas costeras (GEF ID 9766)»* tenía por objeto abordar la extinción de especies, la pérdida de hábitats y la degradación de los ecosistemas en los humedales costeros del *hotspot* de biodiversidad del centro-sur de Chile. Su objetivo fue mejorar la condición ecológica y la conservación de los humedales y las cuencas hidrográficas asociadas mediante la promoción de la gestión sostenible, el fortalecimiento de la gobernanza del paisaje costero y la integración de la conservación de los humedales en los procesos de desarrollo local.

30. El proyecto fue aprobado por el Programa de las Naciones Unidas para el Medio Ambiente (PNUMA) el 15 de mayo de 2019 y por el Fondo para el Medio Ambiente Mundial (FMAM) el 29 de agosto de 2019. Se desarrolló entre noviembre de 2019 y marzo de 2025 y se ejecutó a nivel nacional, en Chile, con cinco (5) proyectos piloto regionales y una prórroga de aproximadamente cinco (5) meses. Contó con el apoyo financiero del FMAM por un monto de 5 146 804 dólares de los Estados Unidos. El proyecto fue implementado por la Unidad de Biodiversidad y Degradación de la Tierra del FMAM de la División de Ecosistemas, y ejecutado por el Ministerio de Medio Ambiente.

Esta evaluación

31. Este trabajo se llevó a cabo para evaluar el desempeño del proyecto en términos de relevancia, eficacia y eficiencia, y determinar los resultados y los impactos derivados del proyecto, incluida la sostenibilidad. En particular, la evaluación tiene dos objetivos principales: i) proporcionar evidencia de los resultados para cumplir con los requisitos de rendición de cuentas, y ii) promover la mejora operativa, el aprendizaje y el intercambio de conocimientos a través de los resultados y las lecciones aprendidas entre el PNUMA, los socios ejecutores y otras partes interesadas. La evaluación abarcó el desempeño del proyecto desde su inicio hasta su cierre.

32. La evaluación adoptó un enfoque participativo y consultivo y utilizó métodos mixtos para recopilar datos como mejor práctica. Este enfoque garantizó la triangulación y la validación de los datos recopilados de diferentes fuentes utilizando diferentes métodos para asegurar la credibilidad de los resultados, las conclusiones y las recomendaciones.

Principales hallazgos y calificaciones de desempeño

33. **Relevancia estratégica.** El proyecto se alineó y fue relevante para la Estrategia a Mediano Plazo (EMP) 2018-2021 y el Programa de Trabajo (PdT) 2018-2019 del PNUMA. También se alineó a dos estrategias de las áreas focales del FMAM ciclo 6: Biodiversidad y Degradación de la Tierra, y a los Objetivos de Desarrollo Sostenible 11, 13 y 15. A nivel mundial, el proyecto es relevante para los objetivos del Convenio sobre la Diversidad Biológica y la Convención de Ramsar sobre los Humedales, ambos ratificados por Chile. A nivel nacional, el proyecto está directamente vinculado a la Estrategia Nacional de Biodiversidad 2017-2030 y su Plan de Acción, y al Plan Nacional de Protección de Humedales 2018-2022. El proyecto generó algunas sinergias con los proyectos del FMAM ID 11208, 4939 y 10718.

34. **Calidad del diseño del proyecto.** El diseño del proyecto fue, en general, sólido, con un análisis robusto de la problemática, del involucramiento de las partes interesadas, los mecanismos de gobernanza y la planificación financiera y del monitoreo y la evaluación. Sin

embargo, se identificaron áreas de mejora en el marco lógico (por ejemplo, existe una superposición entre los indicadores de resultados y las descripciones de los productos, y no se propusieron indicadores a nivel de productos), el análisis de salvaguardias, la alineación con la EMP/PdT del PNUMA, el FMAM y las prioridades de la agenda regional, y la falta de una guía para la recopilación de datos y la estrategia de salida del proyecto.

35. **Naturaleza del contexto externo.** El proyecto se inició durante las protestas en Chile de 2019-2020 y el inicio de la pandemia de COVID-19; sin embargo, una gestión adaptativa efectiva permitió ampliar los resultados del proyecto y minimizar las afectaciones en su desempeño.

36. **Eficacia.** El proyecto obtuvo resultados técnicos sólidos, generando estudios ecológicos y herramientas que mejoraron el conocimiento sobre los cinco humedales piloto y fundamentaron instrumentos normativos y de planificación clave, principalmente a nivel nacional. Estos productos contribuyeron a la declaración de humedales, a una mejor toma de decisiones y al fortalecimiento de capacidades en comunidades y funcionarios(as) públicos(as). No obstante, la adopción de instrumentos a nivel municipal fue limitada y las alternativas económicas piloto tuvieron en gran medida un carácter demostrativo. Los resultados del proyecto fueron impulsados principalmente por la implementación de la Ley de Humedales Urbanos de Chile y por el aumento de recursos derivado de un tipo de cambio favorable entre el dólar y el peso chileno.

37. **Probabilidad de impacto**. El proyecto muestra una trayectoria probable hacia el logro del impacto previsto. El fuerte compromiso institucional, la participación de la comunidad y la integración de las iniciativas del proyecto en los instrumentos de gobernanza y planificación proporcionan una base sólida para un progreso sostenido. Aunque solo se podría demostrar un estado intermedio de la Teoría del Cambio, el logro de la mayoría de los resultados y los primeros indicios de replicación indican un impulso positivo hacia un cambio sistémico a largo plazo.

38. **Gestión financiera. El cumplimiento de las políticas financieras del PNUMA/FMAM fue parcial.** Si bien la gestión de los recursos del FMAM cumplió en general con los requisitos contractuales y estuvo respaldada por auditorías y documentación adecuada, durante la ejecución se produjeron pequeños problemas fiduciarios y se identificaron limitaciones en la capacidad administrativa del proyecto, que se resolvieron mediante medidas correctivas. Sin embargo, el proyecto no cumplió plenamente con la Política de Cofinanciación del FMAM, ya que las cifras de cofinanciación reportadas se basaron en estimaciones y no en datos verificados, y el mecanismo de seguimiento de las contribuciones de los socios propuesto no tuvo continuidad. Por consiguiente, aunque es razonable concluir que se proporcionó cierto nivel de cofinanciación, la falta de documentación verificable impidió confirmar las cantidades reales movilizadas y limitó la evaluación del apalancamiento financiero del proyecto.

39. **Eficiencia. El proyecto demostró un buen nivel de eficiencia,** ya que logró la mayoría de los resultados y en algunos casos superó las metas, dentro del presupuesto aprobado y con solo una breve prórroga sin costo. El desempeño se vio respaldado por una gestión adaptativa eficaz, una sólida coordinación y alianzas, y un entorno normativo favorable creado por la Ley de Humedales Urbanos. Las ganancias por el tipo de cambio también aumentaron los recursos disponibles. Sin embargo, el fuerte énfasis en apoyar la implementación de la ley limitó la atención a algunas actividades planificadas, en particular la restauración de ecosistemas.

40. **Monitoreo y presentación de informes.** El proyecto estableció mecanismos periódicos de monitoreo y reporte y, en general, cumplió con los requisitos del PNUMA/FMAM para este tema. Sin embargo, se identificó la fragmentación de la información de monitoreo, vacíos en la documentación del proyecto y debilidades en el marco lógico, lo cual en su conjunto limitó un análisis más estratégico del desempeño del proyecto. Asimismo, el seguimiento insuficiente a los acuerdos del Comité Directivo y la escasa atención a grupos vulnerables redujeron las oportunidades de aprendizaje institucional y de fortalecimiento de la inclusión social a través del monitoreo.

41. **Sostenibilidad**. En general, el proyecto estableció una base moderada para la sostenibilidad a largo plazo de los logros alcanzados**,** respaldada por una fuerte apropiación sociopolítica y avances en el marco institucional nacional, aunque las limitaciones financieras e institucionales subnacionales plantean riesgos para la consolidación de los resultados. Factores que afectan al rendimiento y cuestiones transversales

42. **Calidad de la gestión y supervisión del proyecto.** El PNUMA proporcionó una supervisión financiera y técnica generalmente eficaz, aunque algunas deficiencias en la supervisión de las salvaguardias y la supervisión de la cofinanciación limitaron su desempeño. El Ministerio de Medio Ambiente demostró un fuerte sentido de apropiación y apoyo a la implementación de la Ley de Humedales Urbanos. Sin embargo, los recursos adicionales ampliaron el alcance del proyecto, desviando la atención de algunos resultados previstos, en particular los objetivos de restauración, y generando tensión entre las entidades participantes.

43. **Participación y cooperación de las partes interesadas**. El proyecto estableció mecanismos eficaces para la participación de las partes interesadas a varios niveles a través de los comités técnicos nacionales y locales, que se complementaron con actividades de sensibilización y capacitación, lo cual permitió su participación activa y que contaran con información actualizada sobre los avances del proyecto. Estos mecanismos reforzaron la apropiación, la influencia política y la coordinación entre los actores locales y el Ministerio de Medio Ambiente, aunque el desempeño varió entre los pilotos. Sin embargo, la participación del sector privado fue limitada debido a la ausencia de una estrategia de participación específica y de incentivos para fomentar una participación activa y sostenida.

44. **Respuesta a los derechos humanos y la igualdad de género**. No se registraron denuncias relacionadas con violaciones de los derechos humanos o discriminación de género durante la ejecución del proyecto. El proyecto garantizó una participación equilibrada de mujeres y hombres. Sin embargo, la incorporación de la perspectiva de género se centró en gran medida en la paridad numérica, en lugar de abordar desigualdades estructurales o promover el empoderamiento sistemático. Si bien la mayoría de las actividades se basaron en la dinámica territorial existente, el apoyo específico en algunos casos, como el apoyo a mujeres artesanas en el piloto de Queule, demostró el potencial del proyecto para generar resultados significativos en materia de género.

45. **Salvaguardias ambientales y sociales**. El proyecto generó resultados ambientales positivos para la conservación de los humedales costeros. No obstante, el marco de salvaguardias ambientales y sociales mostró algunas deficiencias en la identificación de riesgos, la planeación de la mitigación y la gestión adaptativa. Se identificaron riesgos moderados relacionados con la biodiversidad y los pueblos indígenas, pero las medidas de mitigación solo se definieron parcialmente y algunas acciones de salvaguardia, como la participación culturalmente apropiada, solo se aplicaron después de que surgieran dificultades en la ejecución. El monitoreo de las salvaguardias tampoco logró detectar los riesgos sociales iniciales, como la retirada voluntaria de los productores de ostras de las actividades del proyecto en el humedal de Cahuil debido a que percibieron que sus

necesidades no serían atendidas. Aunque no se informó de daños ambientales o sociales, la aplicación de las salvaguardias fue reactiva en lugar de preventiva, lo que limitó la capacidad del proyecto para anticipar y gestionar posibles compensaciones.

46. **Apropiación y liderazgo nacionales**. La promulgación de la Ley de Humedales Urbanos reflejó una fuerte apropiación nacional, al proporcionar un mandato político claro que afianzó la implementación del proyecto y permitió el logro de la mayoría de los resultados. El apoyo continuo del Gobierno, a pesar del cambio en el liderazgo presidencial, también demostró un compromiso institucional más allá de los ciclos políticos, lo que redujo el riesgo político y mantuvo el impulso para las reformas de la gobernanza de los humedales.

47. **Comunicación y sensibilización pública**. La estrategia de comunicación y educación ambiental fue eficaz al sensibilizar sobre el valor ecológico y socioeconómico de los humedales, fortaleciendo la participación de las partes interesadas e informando la toma de decisiones en todos los niveles de gobernanza. Esto contribuyó a una mayor participación de la comunidad y reforzó la influencia política del proyecto a través de la colaboración con el Ministerio de Medio Ambiente. Sin embargo, la estrategia mostró limitaciones en el abordaje de grupos vulnerables, como las mujeres y los pueblos indígenas. La disponibilidad continua de materiales de comunicación en plataformas públicas apoya la difusión y la institucionalización a largo plazo de los conocimientos relacionados con los humedales.

Tabla 3 : Resumen de las calificaciones del proyecto

Criterio	Calificación
Relevancia estratégica	S
Calidad del diseño del proyecto	MS
Naturaleza del contexto externo	F[a]
Eficacia	S
Gestión financiera	MS
Eficiencia	S
Seguimiento y presentación de informes	S
Sostenibilidad	MP[b]
Factores que afectan al rendimiento	S
Calificación general del rendimiento del proyecto	**S**

[a]: Favorable; [b]: Moderadamente probable

Resumen de conclusiones

48. En general, el proyecto tuvo un desempeño **satisfactorio**, al mostrar una fuerte alineación con las prioridades nacionales, una gestión adaptativa eficaz durante la pandemia de COVID-19 y una coordinación sólida con el Ministerio de Medio Ambiente. Aumentó la conciencia sobre el valor de los humedales, generó herramientas técnicas y productos de conocimiento, y apoyó significativamente la implementación de la Ley de Humedales Urbanos. Si bien la influencia en la política nacional fue significativa y los humedales piloto proporcionaron demostraciones prácticas, la adopción municipal fue desigual. La sostenibilidad es moderadamente probable, aunque los recursos limitados sobre todo a nivel municipal, la débil participación del sector privado, las deficiencias en el reporte de la cofinanciación, la atención limitada a los grupos vulnerables y cierto enfoque reactivo de las salvaguardias siguen planteando retos.

Lecciones aprendidas

49. Lección aprendida n.º 1: El enfoque firme e intencionado del proyecto en las comunidades y los actores locales resultó ser un factor clave para la sostenibilidad social, ya que reforzó la apropiación, el compromiso a largo plazo y la durabilidad de los resultados del proyecto.

50. Lección aprendida n.º 2: Las actividades de restauración deben iniciarse en una fase temprana de la ejecución del proyecto para disponer de tiempo suficiente para la consolidación, el seguimiento y la verificación de la eficacia ecológica.

51. Lección aprendida n.º 3: Los marcos de resultados deben garantizar una lógica vertical clara e incluir indicadores SMART en todos los niveles, con una ambición coherente en todos los productos y resultados, para permitir un monitoreo eficaz del desempeño y una gestión basada en resultados.

52. Lección aprendida n.º 4: Las actividades de sensibilización y fortalecimiento de capacidades (capacitaciones) deberían incorporarse como productos y no como resultados, con el fin de visibilizar con mayor claridad los resultados estratégicos derivados de su implementación.

Recomendaciones

53. Recomendación n.º 1: Realizar una estimación ex post de la cofinanciación del proyecto mediante consultas directas con los cofinanciadores, utilizando una metodología transparente y documentada, con el fin de reforzar la rendición de cuentas financiera y facilitar el seguimiento de la cofinanciación en futuros proyectos.

54. Recomendación n.º 2: Los proyectos futuros deben anticipar las compensaciones relacionadas con la conservación y apoyar a las partes interesadas afectadas con alternativas de medios de vida sostenibles.

55. Recomendación n.º 3: Clarificar el liderazgo institucional, las responsabilidades de implementación y el uso operativo previsto de los planes de gestión integrada, y ajustar en consecuencia los planes desarrollados por el proyecto para asegurar su aplicabilidad práctica y evitar continuar invirtiendo en instrumentos de planificación con capacidad limitada de implementación.

56. Recomendación n.º 4: Explorar, con el apoyo de socios para el desarrollo cuando sea necesario, mecanismos basados en incentivos que promuevan la participación del sector privado en la conservación y el uso sostenible de los humedales, incluidos instrumentos financieros, regulatorios y de mercado, con el fin de fortalecer la sostenibilidad a largo plazo.

1 THE PROJECT

1.1 Context

1.1.1 Intervention context

57. The "Mainstreaming Conservation of Coastal Wetlands of Chile's South Center Biodiversity Hotspot through Adaptive Management of Coastal Area Ecosystems (GEF ID 9766)" project was designed to address the high risk of species extinction, habitat loss, fragmentation and degradation in the coastal wetlands of Chile's south center biodiversity hotspot. This hotspot is in the Mediterranean eco-region, which is recognized for its high levels of wealth and endemism in plant and animal species, but also for being the most threatened of the country's eco-regions. It is also recognized internationally as one of the 35 priority sites for conservation of biological diversity in the world. This situation has been caused by agricultural activities, urban expansion and infrastructure, as well as the scarce legal protection given to coastal wetlands.

58. The beginning of project implementation was negatively affected by Chile's Social Uprising, started in October 2019, which later subsided when the COVID-19 pandemic was declared in March 2020. COVID-19 lockdown measures were introduced progressively starting in March 2020, with a gradual reopening beginning in July 2020.

1.1.2 Institutional context

59. The project was approved by the United Nations Environment Programme (UNEP) on 15 May 2019 and by the Global Environment Facility (GEF) on 29 August 2019. It operated from November 2019 to March 2025 and was implemented at national level, in Chile, with five (5) regional pilots (Figure 1). It benefited from financial support from the GEF for an amount of US$ 5,146,804. The project was implemented by the Ecosystems Division [12], GEF Biodiversity and Land Degradation Unit. It contributed to UNEP's accomplishment of Subprogramme 3: The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels. Executing partners included the Government of Chile' Ministry of the Environment and Fundación Sendero de Chile. A Mid-Term Review of the project was carried out in February 2023.

1.2 Results Framework

60. 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 and land degradation (LD) issues in coastal landscapes. The project had three components, the first sought to mainstream the importance of Biodiversity (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.

[12] Formerly, Division of Environmental Policy Implementation (DEPI)

61. The five (5) selected pilot areas are part of a complex network of south-central Chilean coastal landscapes, representing different socio-environmental conditions. These are: i) Elqui River Mouth pilot basin (Coquimbo District); ii) Mantagua wetland pilot watershed (Valparaiso District); iii) Cahuil wetland pilot watershed (O´Higgins District); iv) Rocuant-Andalien pilot watershed (BioBio District); v) Queule wetland pilot watershed (Araucania District).

Figure 1: Wetlands intervened by the project, with the visited sites highlighted in red circles.

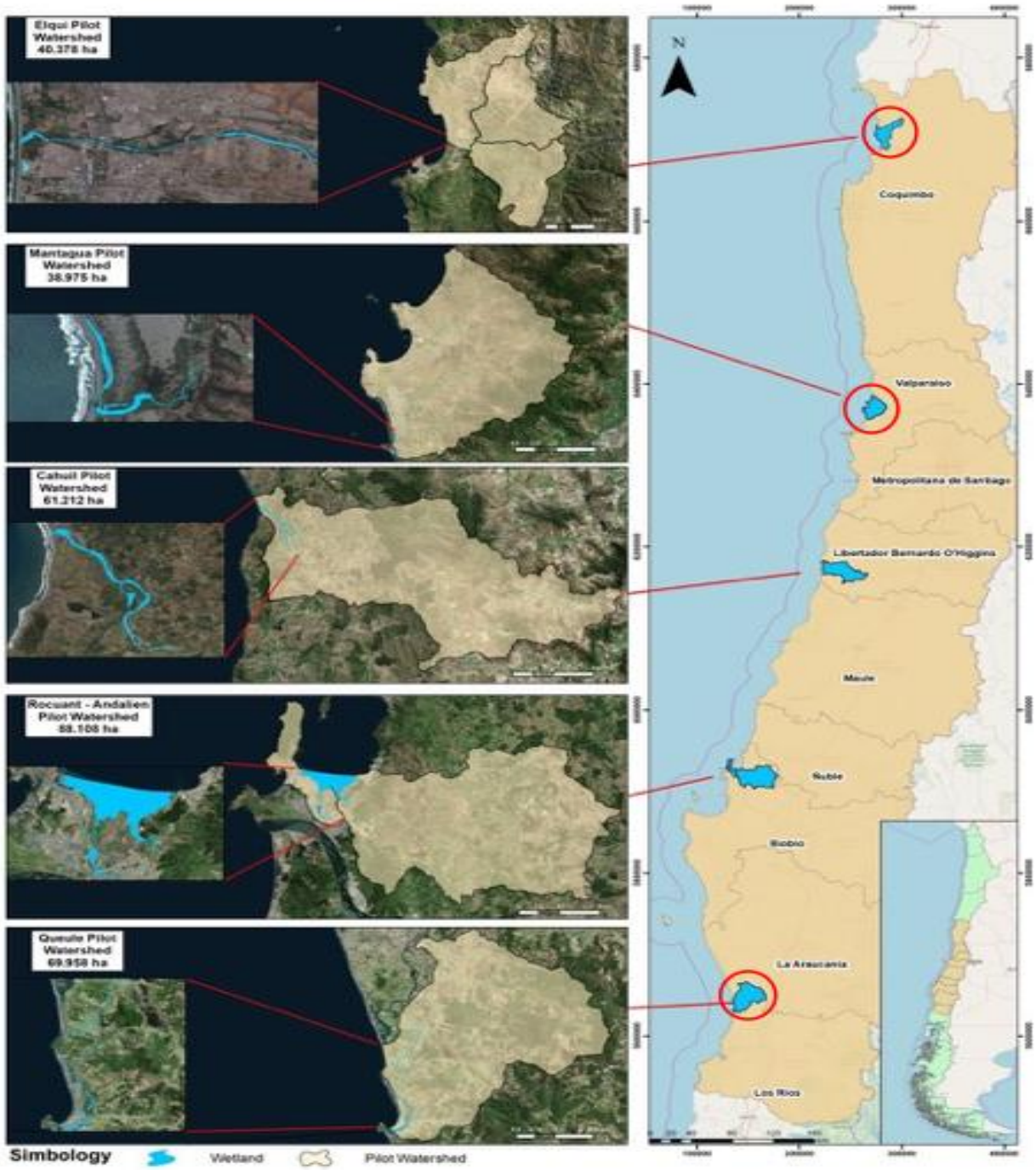


Table 4: Summary of project's results framework

	Results Statement
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
Impact	NA
Intermediate state(s)	NA
Project outcome(s)	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) 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) 2.2 Incorporating regulations and criteria regarding BD conservation and SLM in coastal landscapes into the strategies and mandates of the Ministry of Environment (ME), 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) 3.1 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 3.2 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) 3.3 Livelihood of coastal landscape smallholders are more resilient, diversified and strengthened
Outputs	1.1.1Quantified 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 ME 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 2.1.1Training Program developed and implemented for increased capacity of State institutions (ME, MINVU, MOP, MBN, MINAGRI, 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 2.2.1 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 2.2.2 Recommendations and criteria for BD conservation and SLM in coastal landscapes management to be included in the ME's Environmental Impact Evaluation System and associated institutions regulations, laws and policy elements

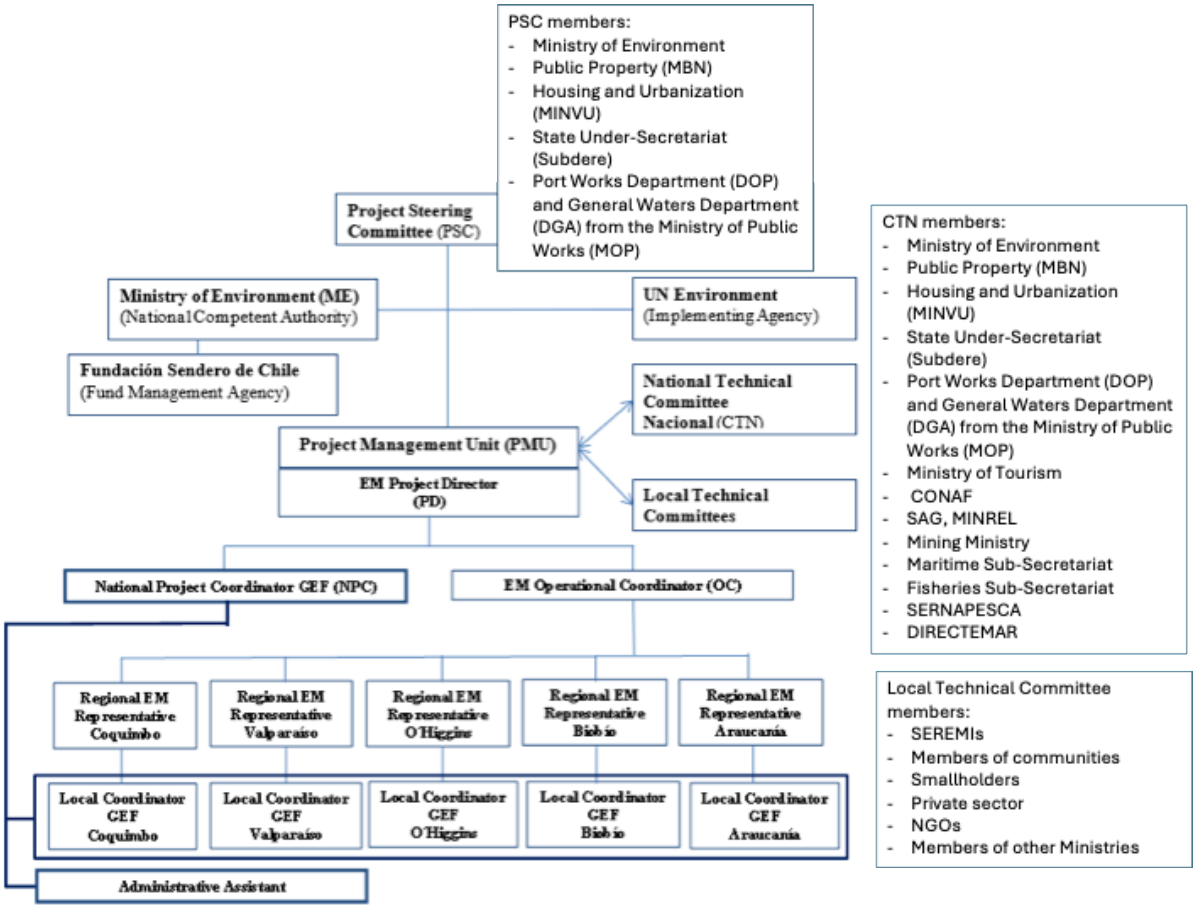
	Results Statement
	3.1.1 Integrated land use and restoration plans in participating districts with high biodiversity and LD problems, developed by district authorities, communities and local stakeholders, and being effectively applied 3.1.2 On-the-ground implementation of selected SLM and BD conservation 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.

Source: *ProDoc.*

1.3 Project Implementation Structure and Partners

62. The project was executed by the Ministry of Environment under the supervision of the UNEP Ecosystems Division, as implementing agency, 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 (Figure 2). The role of key partners is presented in the Stakeholder section.

Figure 2: Organigram of the project with key project stakeholders



Source: ProDoc

1.4 Stakeholders

63. The project involved a wide range of stakeholder groups. At the national level, the Ministry of Environment served as the executing agency and chaired both the Steering Committee and the National Technical Committee, giving it strong influence over project direction and results. Other ministries; Housing and Urbanization, Public Construction, Agriculture, and Regional Development; participated as partners, co-financiers, and beneficiaries, contributing to regulatory strengthening and capacity building. At the regional and municipal levels, governments were direct beneficiaries and played a central role in strengthening institutional capacities for wetland management.

64. Local communities, Non-Governmental Organisations (NGOs), producers, and private sector actors also played important roles. Communities and civil society organizations participated in project design and implementation, supported awareness and monitoring efforts, and benefited from training and pilot initiatives. Private sector stakeholders engaged through public–private agreements, participated in restoration activities, and contributed to technical committees. Members of local communities played a key role as change agents due to their level of awareness about the value of wetlands with an active participation in project activities such as training and restoration.

1.5 Changes in Design during Implementation

65. The Results Framework was not revised during project implementation. A no-cost extension was requested for the period from 14 November 2024 to 30 March 2025 (an extension of approximately five months) due to savings generated by favourable exchange rate fluctuations, which resulted in unspent project resources.

1.6 Project Financing

66. This full-size project was financed through a GEF grant for USD$ 5,146,804. Co-financing was anticipated from national government institutions, private sector and non-governmental organizations to the value of USD$19,991,990.00 (US$ 17,965,720.00 cash and USD$ 2,026,270.00 in-kind).

2 EVALUATION METHODS

2.1 UNEP's Evaluation Approach

67. In line with UNEP Evaluation Policy and the UNEP Programme and Project Management Manual, the evaluation was undertaken at operational completion of the project to assess 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.

68. The main target audiences for the evaluation findings are UNEP and the Ministry of Environment and Fundación Sendero de Chile.

69. In line with the UNEP Evaluation Policy, the UNEP Programme Manual and the Guidelines for GEF Agencies in Conducting Terminal Evaluations, the evaluation has been carried out using a set of nine (9) commonly applied evaluation criteria which include: (1) Strategic Relevance , (2) Quality of Project Design, (3) Nature of External Context, (4) Effectiveness (incl. availability of outputs; achievement of outcomes and likelihood of impact), (5) Financial Management, (6) Efficiency, (7) Monitoring and Reporting, (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues (see Annex II: Evaluation Framework for more details on each evaluation criterion).

70. Most evaluation criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion are 'weighted' to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability.

71. The UNEP Evaluation Office has developed detailed descriptions of the main elements required to be demonstrated at each level (i.e. Highly Satisfactory to Highly Unsatisfactory) for each evaluation criterion. The evaluator has considered all the evidence gathered during the evaluation in relation to this matrix to generate evaluation criteria performance ratings.

72. In addition to the nine (9) evaluation criteria outlined above, the evaluation addresses a number of strategic questions that were formulated in the Terms of Reference. These questions were posed by the UNEP Evaluation Office in conjunction with members of the Project Team. Findings from the evaluation are to be uploaded in the GEF Portal. To support this process, evaluation findings related to the five (5) topics of interest to the GEF are summarised in Annex VIII. The intended action/results on the 5 topics were described in the GEF CEO Endorsement and Approval documents. The five (5) topics are: i) performance against GEF's Core Indicator Targets; ii) engagement of stakeholders; iii) gender-responsive measures and gender result areas; iv) implementation of management measures taken against the Safeguards Plan and v) challenges and outcomes regarding the project's completed Knowledge Management Approach.

73. This evaluation adopted a participatory approach, consulting with project team members, partners and beneficiaries at several stages throughout the process. Central to the evaluation was the analysis (and reconstruction) of the project's Theory of Change. Consultations were held during the evaluation inception phase to arrive at a nuanced understanding of how the project intended to drive change and what contributing conditions ('assumptions' and 'drivers') would need to be in place to support such change. The (reconstructed) Theory of Change, supported by a graphic representation and narrative discussion of the causal pathways, was discussed further with respondents during the data collection phase, and refined as appropriate. The final iteration of the Theory of Change is presented in this final evaluation report and has been used throughout the evaluation process.

2.2 Data Collection

2.2.1 Primary data sources

74. The evaluation was conducted using a mixed-methods approach. This approach ensured triangulation and validation of data collected from different sources using different methods to enhance the credibility of findings, conclusions and recommendations. Data were gathered from primary[13] and secondary[14] sources.

75. Primary data were collected through semi-structured interviews and site visits. Respondents were selected using the following criteria: level of involvement in the project and level of project responsibility. Based on the lists of national and local stakeholders for each pilot area, the project team determined the level of involvement and responsibility of each stakeholder using a scale of high, medium, and low. Due to the large number of stakeholders involved in the project, only those with a high level of involvement and responsibility were selected.

76. The interviews were based on interview protocols developed for each stakeholder group and included questionnaires with semi-open-ended questions. The interviews primarily provided qualitative information—i.e., opinions and perspectives on the nine evaluation criteria. For each stakeholder interviewed, the respective questionnaire was tailored to collect specific information. Interviews were conducted virtually and in person, depending on participants' availability. Group interviews were conducted when appropriate. 71 people were interviewed. They included national and municipal government officials, UNEP staff, community members, private sector representatives, academia, NGOs, and consultants.

77. Site visits were selected using the following criteria: restored area; relevance of the restoration; strengthening of governance and participatory planning for restoration; impact on public policy; contribution to the local economy; level of participation of women and young people; and level of participation of indigenous peoples. The pilot areas selected and visited were Elqui, Queule, and Mantagua.

[13] Interviews.
[14] Literature review, project document/project monitoring data, national data, other relevant evaluation reports.

Table 5: Evaluation respondents and field visits

Stakeholders - Individuals			A. Total number involved (M/F)	B. Number contacted (M/F)	Sample size (% B/A)[15]	C. Total number responded Total (M/F)	Response rate (% C/B)[16]
Project Team	**Project Team** (with management responsibilities e.g. Project Management Unit)	Implementing agency	2 (1 F, 1 M)	2 (1 F, 1 M)	100%	2 (1 F, 1 M)	100%
		Executing agency(ies)	28 (15 F, 13 M)	28 (15 F, 13 M)	100%	28 (15 F, 13 M)	100%
Beneficiaries	**Direct Beneficiaries:** (e.g. duty bearers, gatekeepers, training participants, etc.)		2073	40 (20 F, 20 M)	2%	25 (14 F, 11 M)	62.5%
	Indirect Beneficiaries: (e.g. household members, civil society representatives, group members, etc.)		Not available	0	N/A	0	0%
Stakeholders - Entities			**A. Total number involved**	**B. Number contacted**	**Sample size (% B/A)[17]**	**C. Total number responded**	**Response rate (% C/B)[18]**
Partners	**Project implementing/ executing partners** (receiving project funds)		16	16	33.3%	16 (10 F, 6M)	100%
	Project collaborating/ contributing partners[19] (not receiving project fund)		0	0	0%	0	0%
Field Visits	**Region / country / locality**		**A. Total number of sites**	**B. Number of sites visited**	**Sample Size (%B/A)[20]**		
	Chile		**5**	3	60%		

2.2.2 Strategies for inclusivity

78. The criteria used to select interviewees ensured the participation of key individuals for the evaluation, including both stakeholders and beneficiaries. Indigenous peoples and women's groups who were project beneficiaries were identified and directly selected for interviews. The evaluator also sought to ensure balanced participation of men, women, and other vulnerable groups. 40 women (56%) and 31 men (44%) were interviewed. For each stakeholder group (e.g., national and local government, academia, community members), individuals were selected to capture perspectives from different sectors, including those who might hold divergent views about the project.

2.2.3 Secondary data sources

79. A comprehensive review of documents, as a secondary data sources, was undertaken during the evaluation, starting from the inception phase and continuing into the data collection/analysis stage. Documents reviewed included project documents (e.g., ProDoc, progress reports, minutes of the Steering Committee meetings, communication strategy etc.); project deliverables (e.g., technical reports and products); official government documents (e.g., government plans and strategies) and technical/scientific documents. Annex IV lists the documents reviewed.

[15] Percentage of people involved in the project who were contacted.
[16] Percentage of people contacted who responded.
[17] Percentage of entities involved in the project who were contacted.
[18] Percentage of entities contacted who responded.
[19] Contributing partners may be providing resources as either cash or in-kind inputs (e.g. staff time, office space etc.).
[20] Percentage of total number project sites in each region, country or locality that were visited.

2.3 Data Analysis

80. The analyses performed were:

- **Content analysis**. A content analysis of qualitative sources, such as interviews and project documents, was carried out to identify patterns or trends in the components of each product analyzed.
- **Descriptive analysis of quantitative information**. When the information allowed, a descriptive analysis was conducted using project data, such as the number of women participating in training.
- **Interpretive analysis**. This analysis combined the qualitative and quantitative information collected to generate findings explaining what the project contributed, how it did so, and the implications of these contributions. It also supported the identification of factors that enabled or constrained the achievement of results, as well as institutional, economic, social, and environmental conditions affecting the sustainability of outcomes.
- **Triangulation**. Information was triangulated across sources and stakeholder groups to compare evidence and strengthen the validity of the findings.

2.4 Limitations and Mitigation Strategies

81. The evaluation was conducted after the project had already reached its technical closure. Although project implementers, executors, stakeholders, and beneficiaries showed genuine interest in participating in the interviews, securing their availability and support was challenging because they were involved in other projects and activities. To mitigate this limitation, regional officials from the Ministry of Environment and former regional coordinators assisted the evaluator in contacting stakeholders and organizing meetings. In addition, to accommodate stakeholders' availability, many interviews were conducted virtually, including some after the completion of the field mission. Therefore only a few could not be completed. The most recent former project coordinator was also hired to accompany the evaluator during the site visits. Furthermore, the collection of project management information proved challenging due to its fragmentation across different platforms and project actors, which increased the time required to obtain it.

2.5 Ethical Considerations

82. Throughout this evaluation process and in the compilation of the Final Evaluation Report, efforts have been made to represent the views of both mainstream and more marginalised groups. Data were collected with respect for ethics and human rights issues. All pictures were taken, and other information gathered after prior informed consent from people, all discussions remained anonymous, and all information was collected according to the UN 'Standards of Conduct'.

3 THEORY OF CHANGE AT EVALUATION

83. The project document includes a Theory of Change (TOC), which was revised during the evaluation inception phase and some adjustments were made (see Table 6). The Theory of Change is based on three strategies of change proposed by the project (Figure 3).

i. Generation, systematization and dissemination of information to raise awareness among key stakeholders about the ecological, social, and economic importance of wetlands.
ii. Strengthening institutional capacities for biodiversity conservation (BD) and sustainable land management (SLM), as well as the regulatory framework by including aspects related to BD conservation and SLM in wetlands.
iii. Implementation of measures to improve the conservation and management of wetlands and surrounding areas, and the livelihoods of communities linked to them.

84. Regarding the first change, the project would carry out technical studies, ecological and socioeconomic assessments, and relevant evaluations, and would strengthen the Wetlands Platform. Knowledge and information would be disseminated among relevant stakeholders, including education programs. The expected outcome would be that decision makers and stakeholders value BD conservation and SLM through better information. The assumptions to be met include that studies, assessments and evaluations are based on the best available knowledge. The drivers would be: project lessons disseminated, wetlands platform updated, and M&E system established.

85. For change strategy 2, the project would design and implement a training program for government officials from relevant institutions, which would strengthen their capacities in BD and SLM. The interaction among stakeholders would also enhance inter-institutional coordination for knowledge management, synergies and cooperation. As a results, the institutional and technical capability would be improved, and strategies and mandates of key institutions would include regulations and criteria regarding BD conservation and SLM in coastal landscapes. The assumptions to be fulfilled in order to achieve these outcomes would be: high stakeholder interest, participation, and compliance in training programs; favourable conditions for international information exchange; and relevant laws, policies, private sector, and leaders support coastal wetland conservation. The drivers would be that exit and long-term strategies ensure training, knowledge sharing, and partner support.

86. With regard to change 3, it would be also expected that the development of the technical studies, evaluations, and assessments would provide the basis for: i) developing and implementing restoration and sustainable land use plans, as well as BD and SLM conservation measures in five pilot wetlands, accompanied by a monitoring program; ii) the systematization of technical tools; and iii) Identification and support for productive and development projects to diversify or strengthen the livelihoods of communities surrounding the five pilot wetlands.

87. The expected outcome would be that institutions adopt conservation practices, planning improves, and farmers' livelihoods rise. The assumptions to be met would be: communities and authorities engage in coastal conservation and biodiversity protection, and project's eco-friendly practices are competitive with less sustainable ones. The drivers would be: solid baselines and support enable sustainable coastal initiatives.

88. A cross-cutting assumption would be that human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalised/vulnerable groups are promoted. Similarly, cross-cutting factors that would drive the development of the project

would be the importance of complying with the recently enacted Wetlands Act and international pressure to protect sensitive ecosystems and comply with international commitments.

89. Once the expected outcomes have been achieved and assuming that the project strategies are replicated in other wetlands and that wetland policies and regulations are implemented or enforced, intermediate state 1 would be achieved. This state would imply improved conditions and functioning of pilot wetland landscapes; stronger frameworks and effective monitoring to support sustainable management; and better use and demand for coastal wetland information by stakeholders for decision-making.

90. This intermediate state 1 would lead to intermediate state 2, in which the management of various coastal wetlands would be improved for their conservation, sustainable use, and recovery of ecosystem services; threats to the habitats of migratory species in different conservation states would be reduced; and pressure on the natural resources of coastal landscapes that support human activities of local importance would also be reduced.

91. This intermediate status would enable the achievement of improved conservation status for coastal landscapes of global environmental value in south-central Chile. To this end, the assumption that would have to be satisfied is that attention to sustainable land management and sustainable use and conservation of biodiversity remains a policy priority even when there are changes in government and institutions continue to provide the required support.

Table 6: Justification for reformulation of results statements

Formulation in original project document(s) – *ProDoc/2019*	**Formulation for reconstructed ToC at evaluation inception (RTOC)**	**Justification for reformulation and / or consultant's explanatory notes on the interpretation[21] of the result**
(LONG LASTING) IMPACT		
Enhanced conservation status of coastal landscapes of global environmental value of South-central Chile	Enhanced conservation status of coastal landscapes of global environmental value of South-central Chile	No change was required
INTERMEDIATE STATES 2		
Improved management of highly diverse coastal wetland watersheds for their conservation, sustainable use and recovery/maintenance of their ecosystem services	Improved management of institutional and local actors of highly diverse coastal wetland watersheds for their conservation, sustainable use and recovery/maintenance of their ecosystem services	These statements were included as part of the impact in the ProDoc, however, they are considered to be an upper intermediate stage to reach impact.
Reduced threats to habitats of migratory species in different conservation status	Reduced threats to habitats of migratory species in different conservation status	
Reduced pressure on coastal landscapes natural resources that supports human activities of local importance	Reduced pressure on coastal landscapes natural resources that supports human activities of local importance	
INTERMEDIATE STATES 1		
Decision-makers and relevant stakeholders use more and better information on coastal wetlands in planning and decision-making		No change was required

[21] In some instances, the results statement may not need to be reformulated, but implied meanings need to be made explicit or understanding clarified. In other cases, it may be necessary to specify the stakeholder, etc.

Formulation in original project document(s) – *ProDoc/2019*	**Formulation for reconstructed ToC at evaluation inception (RTOC)**	**Justification for reformulation and / or consultant's explanatory notes on the interpretation[21] of the result**
The demand for information on wetlands by public services increases, and there is more press coverage on wetlands		No change was required
Monitoring system is being managed effectively to reduce threats and keep updated on coastal wetland priority conservation areas	Monitoring system managed effectively by institutional and local actors to reduce threats and keep updated on coastal wetland priority conservation areas	The intermediate state statement was reworded to mirror the language of results statements i.e. a "completed action" as opposed to an "ongoing action".
PROJECT OUTCOMES		
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 Decision makers and stakeholders recognize the importance of biodiversity (BD) conservation and sustainable land management (SLM) in coastal landscapes due to improved access to relevant ecological and socio-economic information.	The outcome was reworded to make it more concise
2.1 Improvement in institutional and technical capability for Integrated Landscape Approaches for SLM and BD conservation in coastal landscapes of South-central Chile (improved institutional competency)	2.1 Improved institutional and technical capability for Integrated Landscape Approaches for SLM and BD conservation in coastal landscapes of south-central Chile.	The outcome was reformulated as a results statement and also to make it more concise.
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) and the Ministry of Agriculture (MINAGRI) increasing the Project's scope (implementation of new or revised policies)	2.2 Strategies and mandates of key institutions include regulations and criteria regarding BD conservation and SLM in coastal landscapes.	The outcome was reformulated as a results statement and also to make it more concise and clearer.
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	Partner institutions and stakeholders incorporate and apply biodiversity conservation and coastal landscape management practices in district-level planning and in the sustainable management of natural resources and livelihoods.	The outcome was reformulated into a result statement, and its wording was adjusted to enhance clarity compared to the original version.
3.2 The associated institutions at the sub-national level recognize and incorporate into their territorial planning, zoning and practices that include conservation, recovery and monitoring of BD conservation and SLM in coastal landscapes		No change was required
3.3 Livelihood of coastal landscape smallholders are more resilient, diversified and strengthened	Livelihoods of participating coastal-landscape smallholders show improvements in resilience and diversification.	The outcome was reworded into a result statement and adjusted to reduce its level of ambition, in alignment with the scope of project activities.
OUTCOME INDICATORS		

Formulation in original project document(s) – *ProDoc/2019*	**Formulation for reconstructed ToC at evaluation inception (RTOC)**	**Justification for reformulation and / or consultant's explanatory notes on the interpretation[21] of the result**
i) Increase in information and availability of data on the importance of coastal landscapes and the ecosystem services they provide		The indicator has four (4) targets, i.e. there is no univocal relationship between indicator and goal.
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)		
iii) Increase in the use of the ME'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 collaborative wetlands inventory		
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)		
v) Number of communications activities on lessons learned from pilot project implementation carried out.		
vi) Increase in capacity of professionals, staff members of the Technical National Committee and Local Technical Committees to manage coastal landscapes measured by KAP survey		
vii) Increase in engagement of the relevant institutions measured by the number of inter-institutional seminars for knowledge exchanged on coastal landscape sustainable management and ecosystem services approaches		
viii) Participatory mechanisms developed, measured by the conformation on national and local committees		The conformation of these committees is considered part of the project governance arrangements, therefore there is no need to include them in the Results Framework, which could include more strategic indicators.
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 Service (SERNATUR) and the Ministry of Agriculture (MINAGRI)		
x) Number of policy elements that negatively impact coastal ecosystems modified, replaced or counteracted		
xi) Area under Integrated land-use and restoration plans for conservation and sustainable use in the pilot watersheds		

Formulation in original project document(s) – *ProDoc/2019*	**Formulation for reconstructed ToC at evaluation inception (RTOC)**	**Justification for reformulation and / or consultant's explanatory notes on the interpretation[21] of the result**
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.		
xiii) Number of demonstrative applications of best practices in the following sectors: housing development, infrastructure, agriculture, forestry and tourism		
xiv) Number of Municipalities applying territorial planning instruments that integrates coastal ecosystem conservation		
xv) Number of projects for diversification of sustainable economic 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		
xvii) Level of adoption of instruments promoted and strengthened for certifying best productive practices in coastal landscapes (ME green seal for coastal landscapes)		
OUTPUTS		
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	Technical studies, ecological and socioeconomic assessments, biodiversity inventories and Ecosystem Service Evaluation conducted and available.	The output was reworded to make it more concise and direct.
ME 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	Wetland Platform containing processed and integrated information accessible.	The output was reformulated as a statement and also to make it more concise and clearer.
Outreach and dissemination strategy for mainstreamed BD conservation and SLM in coastal landscapes based on the systematization of Project tools, methodologies, outcomes and findings	Outreach and dissemination strategy for mainstreamed BD conservation and SLM in coastal landscapes designed and implemented	The output was reformulated as a statement and also to make it more concise and direct. This is also considered as a cross-cutting output.
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	Training program for increasing capacity of State institutions professionals to incorporate BD and SLM considerations and mitigation approaches as well as improved management practices developed and implemented	The output was reworded to make it more concise.
Systematization of tools for quantifying coastal landscapes ecosystem and socioeconomic services, monitoring, and	Tools for quantifying coastal landscapes ecosystem and socioeconomic services,	The output was reformulated as a statement and also to make it more concise.

Formulation in original project document(s) – *ProDoc/2019*	**Formulation for reconstructed ToC at evaluation inception (RTOC)**	**Justification for reformulation and / or consultant's explanatory notes on the interpretation[21] of the result**
recovery for the purpose of efficient information management	monitoring, and recovery systematised for efficient information management.	
Interinstitutional coordination for knowledge management, synergies and cooperation in similar or complementary initiatives	Enhanced inter-institutional coordination for knowledge management, synergies and cooperation in similar or complementary initiatives	The output was reformulated as a statement.
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	Criteria and environmental considerations for integrated SLM and BD conservation in coastal landscapes adopted by key institutions at national and municipal level and recommendations and criteria included in the Environmental Impact Evaluation System and associated instruments	These two outputs of the Results Framework were merged into one output to avoid having so much information in the RTOC diagram.
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		
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	Integrated land use and restoration plans in participating districts with high biodiversity and LD problems, developed by district authorities, communities and local stakeholders, and effectively applied	The output was reformulated as a statement.
On-the-ground implementation of selected SLM and BD conservation measures from guidelines and protocols for sustainable use of landscapes in pilot ecosystem	Selected SLM and BD conservation measures implemented from guidelines and protocols for sustainable use of landscapes in pilot ecosystem	The output was reformulated as a statement.
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.	The central government, communities, and other district level stakeholders trained to develop and implement integrated land-use planning	The output was reformulated as a statement.
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	Diversification of rural livelihoods in coastal landscape communities and value chain development are supported.	No change was required
	Education and awareness programs on coastal wetlands ecosystems services, biodiversity and sustainable practices, and information exchange implemented.	This output was included at inception to visualize the awareness-raising process carried out by the project.
	A program to monitor the health and biodiversity components of wetland basins designed and implemented with support from authorities, communities and private sector.	This output was included at inception to visualize the monitoring process carried out by the project.

Formulation in original project document(s) – *ProDoc/2019*	**Formulation for reconstructed ToC at evaluation inception (RTOC)**	**Justification for reformulation and / or consultant's explanatory notes on the interpretation[21] of the result**
	Projects with diversified productive activities or services, some including good practices, designed and implemented.	This output was included to clarify the path forward to reach the outcome "Partner institutions adopt new practices on biodiversity conservation and coastal landscape management, stronger district-level planning and sustainable resource management in place and smallholder farmers improve their livelihoods".
OUTPUT INDICATORS		
N/A (The Results Framework did not include indicators for the outputs.		

Table 7: Justification for reformulation / expansion of drivers and assumptions

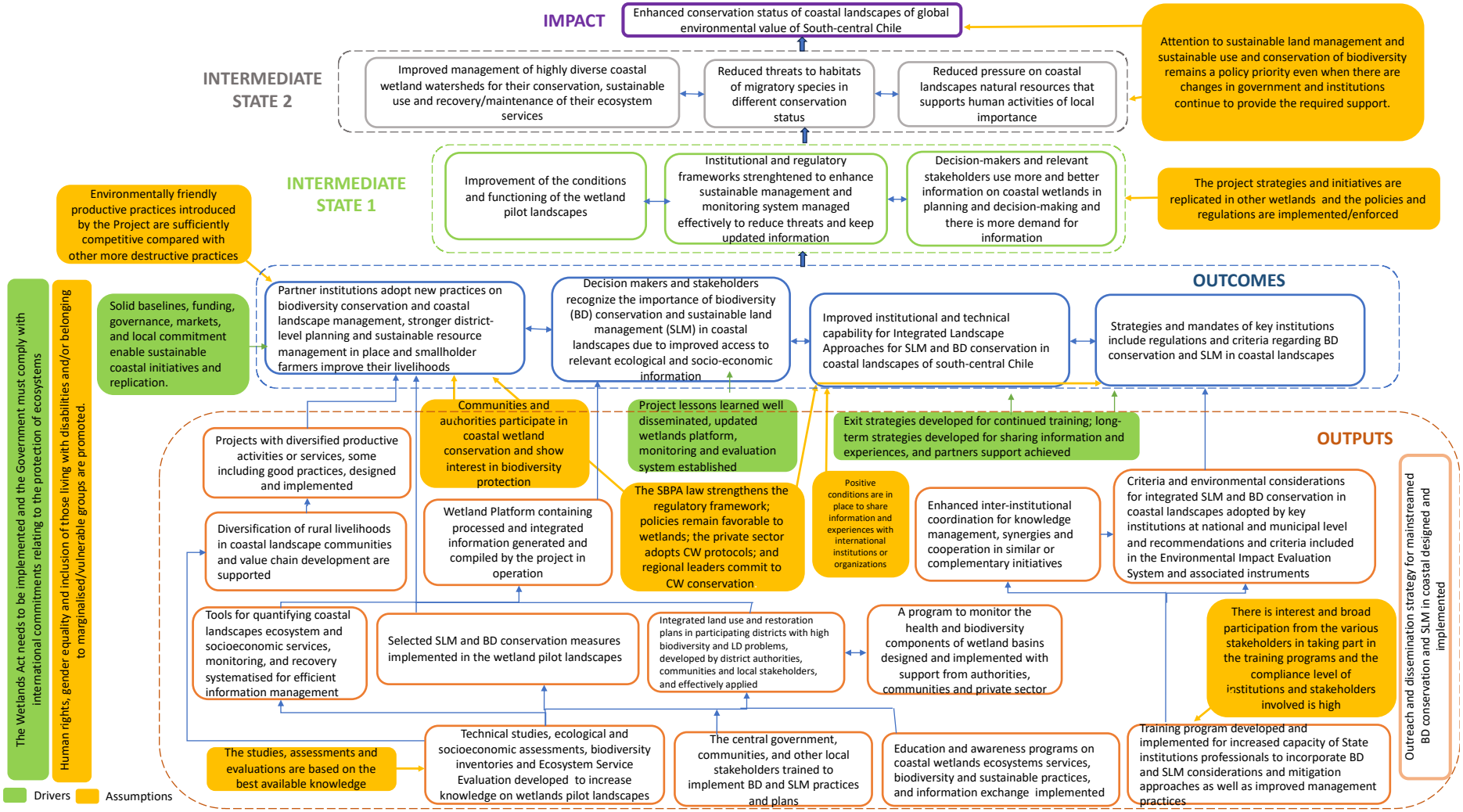
Formulation in original project document(s) – *insert source/date*	**Formulation for reconstructed ToC at evaluation inception (RTOC)**	**Justification for reformulation and/or consultant's explanatory notes on the interpretation[22] of the driver or assumption**
DRIVERS		
Human rights and gender equality	Human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalised/vulnerable groups are promoted.	The driver was reformulated to make it more comprehensive and precise.
	The Wetlands Act is implemented and the Government complies with international commitments relating to the protection of ecosystems.	These drivers were identified during the scoping interviews.
D-1.1.1: Lessons learned on implementation of Project initiatives and application of new protocols and regulations are widely and appropriately disseminated through different communications media for replication on the national level	Project lessons learned well disseminated, updated wetlands platform, monitoring and evaluation system established	The drivers were merged into one driver and summarized to avoid having so much information in the TOC diagram
D-1.1.2: The Wetlands Platform has up-dated information that is available to all stakeholders		
D-1.1.3: Monitoring and evaluation system established including ecosystem and biodiversity indicators that make it possible for this to persist beyond Project limits		
D-2.1.1: Exit strategies are developed to allow for continued training of professionals	The training is effective and supporting materials are available to facilitate the application of the knowledge	The drivers were merged into one driver and summarized to avoid having so much information in the TOC diagram
D-2.1.2: Long-term strategies are developed for sharing information and experiences between institutions		

[22] In some instances, the drivers or assumptions may not need to be reformulated, but implied meanings need to be made explicit or understanding clarified. In other cases, it may be necessary to add driver and assumptions that were not previously identified in the original TOC or results framework.

Formulation in original project document(s) – *insert source/date*	**Formulation for reconstructed ToC at evaluation inception (RTOC)**	**Justification for reformulation and/or consultant's explanatory notes on the interpretation[22] of the driver or assumption**
D-2.2.1: The support of the partner institutions and stakeholders is achieved for adopting and including in national mandates and policies, those environmental protocols and regulations developed by the Project		
D-3.1.1: Collaboration mechanisms are established between governmental institutions and the local	Local commitment remains strong and provides continuity to the initiatives promoted by the project	The drivers were merged into one driver and summarized to avoid having so much information in the TOC diagram
D-3.1.2: There is a solid baseline in the demonstrative landscapes to elaborate participatory projects		
D-3.1.3: Investments and secured funds are sufficient for continuing and replicating the activities and programs carried out		
D-3.2.1: Willingness is established in regional governments for utilizing conservation indicators and CW prioritization in their territorial planning		
D-3.3.1: Mechanisms are established to insure a favourable relationship between socioeconomic and conservation initiatives		
D-3.3.2: Interesting markets are identified for products from sustainable practices in coastal ecosystems		
D-3.3.3: Local stakeholders are sufficiently involved in and informed about the Project and committed to promote its initiatives to insure their future expansion and replication		
	The level of awareness and commitment among citizens and children and the global demand for a healthy environment is growing stronger	This driver was identified during field work.
ASSUMPTIONS		
A-2.1.1: Government institutions and their staff are willing to receive training on CW sustainable management	There is interest and broad participation from the various stakeholders in taking part in the training programs and the compliance level of institutions and stakeholders involved is high	The assumptions were merged into one assumption and summarized to avoid having so much information in the TOC diagram
A-2.2.2: National institutions and authorities are interested in learning from the demonstrative landscapes and general results of the Project		
A-2.2.1: The compliance level of institutions and stakeholders involved is high		
A-2.1.2: Positive conditions are in place to share information and experiences with international institutions or organizations		No change was required
A-2.2.3: The political and regulatory framework is strengthened with the approval of the SBPA law	The SBPA law strengthens the regulatory framework; policies remain favourable to wetlands; the private sector adopts CW protocols; and regional leaders commit to CW conservation.	The assumptions were merged into one assumption and summarized to avoid having so much information in the TOC diagram.
A-2.2.4: There are continuous policy priorities favorable to wetlands		
3.1.2: The private sector is receptive and willing to use CW protocols and		

Formulation in original project document(s) – *insert source/date*	**Formulation for reconstructed ToC at evaluation inception (RTOC)**	**Justification for reformulation and/or consultant's explanatory notes on the interpretation[22] of the driver or assumption**
sustainable management guidelines in their operations		
A-3.2.1: Regional political leaders are committed to prioritizing CW conservation issues		
A-3.1.1: Local communities, government institutions and local authorities get involved in participatory CW conservation and recovery projects	Communities and authorities participate in CW conservation and show interest in biodiversity protection	The assumptions were merged into one assumption and summarized to avoid having so much information in the TOC diagram.
A-3.2.2: There is interest on the part of local authorities and the community in conserving the biodiversity in their CW		
A-3.3.1: Environmentally friendly productive practices introduced by the project are sufficiently competitive compared with other more destructive practices		No change was required
	The studies, assessments and evaluations are based on the best available knowledge	This assumption was included to ensure the quality of the products that would be based on these studies.
	Attention to sustainable land management and sustainable use and conservation of biodiversity remains a policy priority even when there are changes in government and institutions continue to provide the required support.	This assumption was included to support the transition from intermediate states to impact.
	The project strategies and initiatives are replicated in other wetlands and the policies and regulations are implemented/enforced	This assumption was included to support the transition from outcomes to intermediate state 1.

Figure 3: Theory of Change at evaluation



4 EVALUATION FINDINGS[23]

4.1 Strategic Relevance

4.1.1 Alignment to UNEP MTS, POW and Strategic Priorities

Table 8: Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW), and Strategic Priorities

UNEP strategic document	Alignment with UNEP's mandate and thematic priorities	Level of alignment[24]
MTS (2018-2021)	The project was aligned with the priority area *Healthy and Productive Ecosystems*, which seeks to balance the growing demand for ecosystem goods and services with biodiversity conservation and the long-term functioning of ecosystems, including efforts to address land degradation.	Full
POW (2018-2019)	The project was consistent with Subprogramme 3, *Healthy and Productive Ecosystems*, which aims to ensure that marine, freshwater, and terrestrial ecosystems are increasingly managed through integrated approaches that maintain and restore biodiversity, support long-term ecosystem functioning, and sustain the provision of ecosystem goods and services.	Full

4.1.2 Alignment to GEF/Donor Strategic Priorities

Table 9: Alignment to GEF/Donor Strategic Priorities

Donor or partner strategic document	Alignment with donor or partner strategic priorities	Level of alignment[24]
GEF-6 Programming Directions	The project was implemented under the GEF-6 cycle and addressed two GEF focal areas: **Biodiversity**: BD-4 Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/Seascapes and Sectors, under the Program 9: Managing the Human-Biodiversity Interface. **Land degradation**: LD-3: Reduce pressures on natural resources by managing competing land uses in broader landscapes under Program 4: Scaling-up sustainable land management through the Landscape Approach.	Full

[23] Refer to the TOR for descriptions of the nature and scope of each criterion.
[24] full, partial, or not at all

4.1.3 Relevance to Global, Regional, Sub-regional and National Priorities

Table 10: Relevance to Global, Regional, Sub-regional and National Environmental Priorities

Strategic document or agreement	Alignment with global, regional, sub-regional, national environmental priorities	Level of Alignment[24]
Sustainable Development Goals (SDGs)	Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable Goal 13: Take urgent action to combat climate change and its impacts Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Full
Convention on Biological Diversity (1992)	Chile is a Party to the Convention. Project outputs were related to the following Achi Biodiversity Targets: 1,2,4,5,7,11,14,19. These targets focus on public awareness, integrating biodiversity into planning, promoting sustainable use of resources, reducing habitat loss, expanding protected areas, safeguarding key ecosystem services, and strengthening biodiversity knowledge.	Full
Ramsar Convention (1971)	The project contributed to Chile's compliance with part of its commitments as a Party to the Convention. Chile must ensure the conservation and wise use of all its wetlands, maintain the ecological character of its Ramsar Sites, report on implementation, and cooperate internationally on shared wetland systems.	Full
National Biodiversity Strategy 2017-2030 and Action Plan	The project was aligned with the following strategic goals: 3.2: for promoting the adoption of voluntary guidelines of best management practices in production activities based on and/or affecting renewable natural resources. 4: promoting capacity building and research that informs management of biological diversity, through public-private cooperation and international financial institutions. 5.3, aiming to incorporate biological diversity into terrestrial and marine territorial planning.	Full
National Wetlands Protection Plan 2018-2022	The project was consistent with Strategic Objectives 2, 3.3, 4, 5, and 6, which aim to support wetland conservation and sustainable use through inventories, prioritization, monitoring, research, planning tools, and multi-sectoral cooperation, while promoting regulatory alignment and international collaboration.	Full

4.1.4 Complementarity with Existing Interventions/ Coherence

Table 11: Complementarity with Existing Interventions/Coherence

Other initiatives by UNEP or other organisations	**Complementarity** *(including collaboration, coordination and overlap or duplication)*	Level of Alignment[24]
Strengthen inter-institutional coordination for the mainstreaming of	The project supported the implementation of the Service of Biodiversity and Protected Areas (SBAP) law by paying some studies to internally organize the	Partial

Other initiatives by UNEP or other organisations	**Complementarity** *(including collaboration, coordination and overlap or duplication)*	**Level of Alignment**[24]
biodiversity conservation in national, regional and local public policies (GEF ID 11208). Project implemented by FAO.	service. While this service is expected to contribute to wetland conservation and protection, this support was not originally foreseen within the project's Results Framework.	
Restoration of biodiversity and ecosystem services at the landscape scale on productive agroforestry areas and their natural environment (GEF ID 10718).	As this project has a pilot in Rocuant-Andalien wetland, the project exchange its experiences in restoration practices in the area. However, this did not result in operational collaboration, complementarities, or measurable added value for project results.	Partial
Support to Civil Society and Community Initiatives for Generating Global Environment Benefits through Subsidies and Small-Scale Credit in the Mediterranean Eco-Region. GEF ID 4939	A planned collaboration on wetland economic valuation did not materialize due to the high cost of the study, resulting in no tangible contribution to the project.	Partial

92. The project contributed to UNEP's Medium-Term Strategy (MTS) 2018-2021 and Programme of Work (PoW) 2018-2019 by adding Chile to its accounting as a country that has a greater understanding of the value and function of wetland ecosystem services. Although the work focused on five wetlands, the regulations modified and developed through the project have national scope. In addition, the project contributed to another indicator in the PoW related to the number of countries that have strengthened their institutional arrangements for cross-sectoral collaboration.

93. The project contributed to GEF-6 Program 9 indicators by: (i) Increasing the area of production landscapes and seascapes that integrate biodiversity conservation and sustainable use into management. The project reported that the Integrated Management Plans for the five wetland pilot sites cover 304,139 hectares under management and (ii) Enhancing the incorporation of biodiversity considerations into sector policies and regulatory frameworks. The project developed and amended regulations that promote wetland conservation and sustainable use.

94. The project significantly advanced national wetland policy by supporting the implementation of the 2020 Urban Wetlands Act through drafting regulations, developing guides and manuals on best practices for economic activities, and creating a platform to register urban wetlands and assist the Ministry of the Environment in issuing municipal wetland declarations. This also supports Chile's commitments under the Ramsar and Convention on Biological Diversity.

95. Although the ProDoc identified numerous potentially complementary projects, collaboration was established with only three, according to the available evidence (Table 13).

Findings Statements on Strategic Relevance and Complementarity

96. The project was well aligned with and effectively supported UNEP priorities, GEF-6 focal areas on biodiversity and land degradation, and the national wetland policy by expanding managed wetland areas, strengthening biodiversity regulations, and enabling implementation of the Urban Wetlands Act in line with Chile's international commitments.

97. Despite multiple synergies identified at design stage, operational complementarity with other interventions remained limited, indicating a more limited level of operational synergy than initially envisaged.

Rating for Strategic Relevance: Satisfactory

Rating for Alignment to UNEP MTS, POW and Strategic Priorities: Satisfactory

Rating for Alignment to GEF/Donor Strategic Priorities: Satisfactory

Rating for Relevance to Global, Regional, Sub-regional and National Priorities: Satisfactory

Rating for Complementarity with Existing Interventions/Coherence: Moderately Satisfactory

4.2 Quality of Project Design

Table 12: Summary of quality of project design assessment ratings

	SECTION	RATING (1-6)	Summary Assessment
A	Project Preparation	5	The project was grounded in a solid analysis and broad stakeholder engagement, establishing the basis for addressing land degradation and biodiversity loss in priority coastal wetlands through an innovative, participatory, and comprehensive approach that also strengthened social and institutional capital.
B	Risk identification and Safeguards	4	The ProDoc included a risk assessment and UNEP safeguard tools to anticipate potential impacts, and the project was expected to have a minimal environmental footprint. However, the safeguard assessment showed inconsistencies: a condition identified as a risk[25] ultimately proved beneficial, and mitigation measures were not systematically defined for all safeguard risks.
C	Governance and Supervision Arrangements	5	This is one of the main strengths of the project design, as it outlined clear and comprehensive governance and oversight structures at both national and local levels, promoting strong ownership by local actors and authorities.
D	Partnerships	4	The ProDoc outlined stakeholder roles and contributions, but it did not assess whether these roles matched their capacities. Real estate companies were not identified as key actors, mainly in the urban wetlands that were intervened.
E	Strategic Relevance	4	The ProDoc highlights the project's alignment with national environmental priorities and plans, such as the National Biodiversity Strategy and Action Plan. It also outlines linkages with other GEF and non-GEF initiatives to foster communication, coordination, and complementarity of results. However, it does not specify the project's alignment with UNEP's MTS, PoW, and Strategic Priorities, nor with the strategic priorities of GEF/donors or with regional and subregional agendas.

[25] This "risk" included in the ProDoc is "the incorporation of sustainable management for the conservation of biodiversity, continues to be utilized by local governments and competent participating public services, after project completion".

	SECTION	RATING (1-6)	Summary Assessment
F	Logical Framework and Causality	3	The causal pathway of the Results Framework could have been more strategic and logical. The outcome indicators are similar to the description of the outputs, indicating that the outcome indicators are management indicators rather than strategic indicators. The outputs do not have indicators. This means that the achievements quantified in the outcomes are similar to the achievements indicated in the description of the outputs. In particular, awareness-raising and training results should be included as outputs since outcomes support more strategic achievements, such as policy and regulatory changes. Some outcomes are ambitious, while others are insufficiently ambitious. The inclusion of governance structures as outcome targets reduced the results-oriented approach. Moreover, the lack of indicators and targets at the output level limited the framework's ability to measure achievements effectively.
G	Financial Planning	5	The ProDoc presented the overall budget and co-financing, with detailed breakdowns by components, budget lines, and funding sources in the appendices.
H	Efficiency	5	The ProDoc identified linkages with other initiatives and leverages existing capacities for cost-effectiveness, but it did not address pre-existing agreements or partnerships.
I	Monitoring	4	The ProDoc provided a costed M&E plan with budgets, responsibilities, and timelines, but it lacked detail on data collection methods and data disaggregation.
J	Sustainability / Replication and Catalytic Effects	4	The ProDoc offered only general considerations on the socio-political, financial, institutional, and environmental sustainability of project achievements; a more in-depth analysis could have strengthened the exit strategy. Although the document indicated that an exit strategy would be developed, it was not included. The Replication section did outline actions to support replication, scaling up, and knowledge dissemination.
K	Learning, Communication and Outreach	5	The project design positioned knowledge management and communication as central aspects to achieve project's objectives.
	Total (Weighted) Score:	4.25	(Full analysis in the Inception Report, available from the Evaluation Office.)

98. The project design showed strong foundations, including solid problem analysis, broad stakeholder engagement, clear governance structures, and robust risk and safeguard measures. It also presented sound financial planning, leveraged existing capacities for efficiency, and positioned knowledge management and communication as central components. The M&E plan included budgets, responsibilities, and timelines.

99. Key weaknesses were also identified. The logical framework lacked strategic causality, with outcome indicators mirroring outputs and no indicators at the output level. Stakeholder capacities were not assessed, and alignment with UNEP's MTS/POW, GEF priorities, and regional agendas was not specified. The assessment of environmental and social risks and safeguards has some limitations and inconsistencies. The design did not address existing partnerships, provided limited guidance on data collection, and offered only general sustainability considerations without an actual exit strategy.

Rating for Project Design: Moderately Satisfactory

4.3 Nature of the External Context

100. The project began during the most intense period of Chile's Social Uprising (October 2019 to March 2020), which later subsided when the COVID-19 pandemic was declared in March 2020. By that time, most stakeholders were already working virtually. As an adaptive measure, the project launched its training program through online courses and webinars, enabling a greater number of courses than initially planned and reducing costs by eliminating travel expenses. According to interviews and performance data, the project was not significantly affected by these external events due to its strong adaptive capacity.

Rating for Nature of the External Context: Favourable

4.4 Effectiveness

4.4.1 Availability of Outputs

Table 13: Availability of outputs

	Narrative Assessment *Discuss the nature and scale of outputs delivered, as well timeliness, quality, and utility to intended beneficiaries*	**Sources of Information/ Evidence**
Output 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 **Performance against Indicator(s) and Target(s)** **Other information, not related to the indicators, that demonstrates Output delivery:**	The project carried out an extensive set of technical assessments across the five pilot wetlands, including ecosystem service evaluations (with an economic valuation for the Cahuil wetland), wetland delimitation, and environmental pollution studies, and morphodynamic and hydrodynamic analyses for specific pilot wetlands. It also carried out biodiversity inventories in all pilot sites. These studies and assessments were conducted early in the project's implementation and informed subsequent processes—such as municipal urban-wetland declarations, demonstrating their practical relevance and utility. They were also subject to a review process to ensure their quality. However, the project did not develop socioeconomic assessments. Level of delivery: N/A. The results framework did not specify indicators or targets for outputs. The project not only met the outputs set out in the Results Framework but also generated complementary studies and guidelines. For example, based on the technical assessments conducted in the Cahuil pilot wetland, it developed a protocol for the mechanized opening of the terminal bar and its monitoring and maintenance guide.	-ProDoc, technical study reports, PIRs, final project report, and guidelines -Interviews with project team, consultants and local government authorities
Output 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	According to the description of the output, the project developed and strengthened more platforms than expected. The project strengthened two (2) wetland-related platforms for the Ministry of Environment, which contained the integrated information on inventories and monitoring with ecological data. It enhanced the **National Biodiversity Inventory System** (SIMBIO) platform (https://simbio.mma.gob.cl/Humedales/IndexInventario), which includes detailed information on the wetlands studied by the project, such as species records, delimitations, cartography, and other relevant data. The module also included the process digitized for the declaration of urban wetlands. The project also strengthened the Ministry's **Aquatic Ecosystem Monitoring Platform** (https://datosagua.mma.gob.cl/About), which compiles	- PIRs and final project report - Direct observation of the platforms - Interviews with project team

	Narrative Assessment *Discuss the nature and scale of outputs delivered, as well timeliness, quality, and utility to intended beneficiaries*	**Sources of Information/ Evidence**
Performance against Indicator(s) and Target(s) **Other information, not related to the indicators, that demonstrates Output delivery:**	water quality and aquatic biodiversity monitoring data, including information from the five wetlands addressed by the project. However, the platforms did not include socioeconomic data. In addition, the project created the **Urban Wetlands Management System** (https://sistemahumedales.mma.gob.cl/), which supports the registration of urban wetlands for their declaration, protection, and conservation. It also developed a platform for the **satellite-based phenological monitoring of wetlands** (https://labgrs.shinyapps.io/SMF_Humedales_1/). According to interviews, these platforms are timely and well-positioned to support the implementation of the Urban Wetlands Law, particularly by enabling municipalities to declare urban wetlands under the law. Level of delivery: N/A	
Output 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 **Performance against Indicator(s) and Target(s)** **Other information, not related to the indicators, that demonstrates Output delivery:**	The project developed a communication strategy and awareness-raising training targeting: i) community members and social organizations, schools, and universities; ii) national, regional, and local government officials responsible for wetland management; and iii) the private sector. The strategy was implemented throughout the project using practical activities, multiple communication media, and a project website. Near the project's end, a specific strategy was designed to strengthen its political influence and support the sustainability of its outcomes. The effectiveness of the outreach and dissemination strategy was evident in interviews with community members, social organizations, teachers, and local and regional authorities, all of whom demonstrated a clear understanding of the value of wetlands and the need to protect them. Although not included in the Results Framework, the project developed environmental education programs for schools, achieving notable success in the Queule pilot. The program expanded to additional schools in the territory, significantly increasing children's awareness of wetlands and biodiversity, and received national recognition from the Ministry of Environment. Level of delivery: N/A	- PIRs and final project report - Communication strategy document and presentations - Interviews with communication consultants - Interviews with project team - Interviews with local and regional authorities - Interviews with community members, civil society organizations, and teachers
Output 2.1.1: Training Program developed and implemented for increased capacity of State institutions (ME, 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	A training program was designed and implemented to strengthen the capacities of national and municipal public officials on wetland-related laws, regulations, and basic concepts. Evidence of increased knowledge and the integration of biodiversity and sustainable land-management considerations is presented in the Outcomes section. The program was effectively designed around the target audience and their baseline knowledge. Because the project began during the pandemic, it adapted by delivering numerous online trainings and talks, which further strengthened its effectiveness and also saved resources by avoiding travel costs. Level of delivery: N/A	- PIRs and final project report - Training program document - Interviews with project team - Interviews with local and regional authorities

	Narrative Assessment *Discuss the nature and scale of outputs delivered, as well timeliness, quality, and utility to intended beneficiaries*	**Sources of Information/ Evidence**
Performance against Indicator(s) and Target(s) **Other information, not related to the indicators, that demonstrates Output delivery:**		
Output 2.1.2: Systematization of tools for quantifying coastal landscapes ecosystem and socioeconomic services, monitoring, and recovery for the purpose of efficient information management **Performance against Indicator(s) and Target(s)** **Other information, not related to the indicators, that demonstrates Output delivery:**	The project systematized the extensive knowledge generated and collected into a wide range of tools, including: technical guidelines (e.g., Guide to Understanding the Ecosystem Services Provided by Wetlands and the Importance of Their Multiple Benefits and the Wetland Monitoring Guidelines); biodiversity identification guides for the five pilot wetlands (e.g., Bird Guide of the Araucanía Region); technical publications presenting project results (e.g., Classification and Prioritization of Chilean Wetlands: Methodological Summary and Key Findings); informational leaflets (e.g., Leaflet on the Use and Maintenance of Artificial Wetlands for Household Wastewater Treatment); brochures (e.g., Conservation of Coastal Wetlands in South-Central Chile); and illustrated atlases (e.g., Illustrated Atlas of the Cáhuil Wetland). During interviews, public officials, schoolteachers, community members, and tour guides reported using these materials and tools and highlighted their usefulness. Their utility was also noted in facilitating compliance with the Urban Wetlands Law enacted in 2020. Level of delivery: N/A	- Documents on technical tools - PIRs and final project report - Interviews with consultants - Interviews with project team
Output 2.1.3: Interinstitutional coordination for knowledge management, synergies and cooperation in similar or complementary initiatives **Performance against Indicator(s) and Target(s)** **Other information, not related to the indicators, that demonstrates Output delivery:**	The project established interinstitutional coordination with the Ministry of Public Works (MOP), the Ministry of Housing and Urban Development (MINVU), National Natural Parks of Colombia (PNNC), the Sustainability and Climate Change Agency (ASCC), the National Irrigation Commission of the Ministry of Agriculture (MINAGRI), and the Undersecretary for Regional Development (SUBDERE). This coordination enabled the project to shape regulatory and policy instruments by incorporating criteria and considerations for integrated sustainable land management and key biodiversity conservation in coastal landscapes. An early warning system was developed as part of the sandbar protocol in the Cahuil wetland. The list of instruments shaped by the project is presented in the Outcomes section (Outcome 2.2). The project also established a National Technical Committee (NTC) and five Local Technical Committees (LTCs) to support pilot implementation, all created and formalized by the Ministry of the Environment. Members of the committees acknowledged the value of the multisectoral interaction, noting that their perspectives were genuinely considered in the decision-making process. An international technical exchange (Chile–Peru–Ecuador) on coastal wetlands strengthened management and governance through shared tools, experiences, and project results. The project also supported the Chile–Mexico cooperation initiative on valuing estuarine ecosystems. Level of delivery: N/A	- Regulatory and policy instruments shaped by the project - Email correspondence between the institutions and the Ministry of Environment - Interviews with public officials - Interviews with project team - PIRs and final project report
Output 2.2.1: Criteria and environmental considerations for Integrated sustainable land management and	The project developed manuals outlining criteria and considerations for integrated sustainable land management and key biodiversity conservation in coastal landscapes, to be applied in productive, construction, and tourism activities. The usefulness of these manuals has been widely	- Regulatory and policy instruments shaped by the project

	Narrative Assessment *Discuss the nature and scale of outputs delivered, as well timeliness, quality, and utility to intended beneficiaries*	**Sources of Information/ Evidence**
key BD conservation in coastal landscapes to be adopted by MINVU, MBN, MOP, SERNATUR and MINAGRI **Performance against Indicator(s) and Target(s)** **Other information, not related to the indicators, that demonstrates Output delivery:**	acknowledged by government institutions, which now use them as reference materials in their own processes. The project supported the inclusion of some of these criteria in La Serena's Municipal Regulatory Plan, in the Master Plan for the Sustainable Urban Parks Route, and in the Heritage Route of the Rocuant–Andalién urban wetland. In addition, the criteria and considerations were adopted by MINVU, MOP, MINAGRI, SUBDERE, Adaptation Plan to Climate Change (PNNC) and Agency for Sustainability and Climate Change (ASCC). The list of instruments shaped by the project is presented in the Outcomes section (Outcome 2.2). Level of delivery: N/A	- Email correspondence between the institutions and the Ministry of Environment - Interviews with public officials - Interviews with project team - PIRs and final project report
Output 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 **Performance against Indicator(s) and Target(s)** **Other information, not related to the indicators, that demonstrates Output delivery:**	The project developed the Environmental Impact Assessment Guide, which was adopted by the Environmental Impact Assessment System (SEIA). In addition, the Office of the Secretary General of the Republic issued Opinion E420195N23 (24.11.23), which allows certain infrastructure maintenance activities in wetlands—with low potential environmental impact—to be excluded from environmental impact assessment. Conservation works aimed at protecting human life from risks associated with climate change would also be exempt. In addition, the project strengthened Chile's urban wetland governance by contributing to the Regulation of the Urban Wetlands Law, supporting national and regional wetland declarations—including Rocuant–Andalién—and developing implementation manuals and guidelines. Complementary studies identified regulatory gaps, proposed sustainability criteria, clarified links with coastal management norms, and produced a national guide for handling wetland-related complaints. The project also generated key inputs beyond its original scope—such as analyses for the Peatlands Law, technical support to the SBAP legislative process, and contributions to the Peatland Roadmap and SBAP's early implementation. Although these activities extended past the project's intended focus, they did not detract from overall performance. On the contrary, they were generally viewed positively, as they made effective use of the additional resources made available through the favourable dollar–peso exchange rate. Level of delivery: N/A	-Website of the SEIA -Official document of the Opinion E420195N23 (24.11.23) -Interviews with project team - PIRs and final project report
Output 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 **Performance against Indicator(s) and Target(s)** **Other information, not related to the indicators,**	Five (5) Integrated Management Plans were developed with the participation of local authorities, communities, and universities. These plans propose social, productive, and environmental actions for managing wetlands and the surrounding communities. They include restoration as an activity to improve ecosystem connectivity; however, they do not constitute restoration plans. The project implemented only demonstrative restoration activities, as these began late in the implementation period and there was not enough time to provide substantive guidance or follow-up on restoration efforts. The project also conducted environmental monitoring in the five pilot wetland sites indicated in the plans. The project developed the Guide for the Preparation of Integrated Management Plans for Wetlands and Their	- PIRs and final project report - Integrated Management Plans of the five pilot wetlands - Interviews with project team - Interviews with municipal authorities - Direct observation of the restored areas

	Narrative Assessment *Discuss the nature and scale of outputs delivered, as well timeliness, quality, and utility to intended beneficiaries*	**Sources of Information/ Evidence**
that demonstrates Output delivery:	Contributing Watersheds, even though this product was not originally included in the project's deliverables. Level of delivery: N/A	
Output 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 **Performance against Indicator(s) and Target(s)** **Other information, not related to the indicators, that demonstrates Output delivery:**	Since this output is general, some of the activities included in the previous outputs can be considered as conservation measures such as the restoration activities in the five wetland pilots, the protocol for the mechanized opening of the terminal bar and its monitoring and maintenance guide. In addition, several measures were implemented in the five pilots such as the Ecological infrastructure in Caleta San Pedro, including dune protection, nesting sites for the Pied Oystercatcher (*Pilpilén*) and bird-watching areas. Heritage routes in the Biobío region featuring good tourism practices; part of the Master Plan that includes conservation initiatives for the Rocuant–Andalién wetland system, including an ecological infrastructure project for the Paicaví, Chimalfe, and Rocuant–Andalién wetlands. Level of delivery: N/A	- PIRs and final project report - Integrated Management Plans of the five pilot wetlands - Interviews with project team - Interviews with municipal authorities - Direct observation of the restored areas
Output 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. **Performance against Indicator(s) and Target(s)** **Other information, not related to the indicators, that demonstrates Output delivery:**	The project delivered extensive capacity-building results, including the training of more than 3,400 stakeholders through e-learning courses, technical talks, workshops, and specialized programs. Public officials from national and local institutions were trained on biodiversity, wetland legislation, integrated management planning, and complaint-handling guidelines. The project also strengthened institutional capacities by launching key guidance documents and hosting national seminars on wetland restoration, management, and disaster prevention. In addition, an Environmental Education Program (PEA) was implemented in all five pilot sites, strengthening participation, awareness, and capacities in schools regarding wetlands and biodiversity conservation. In Araucanía, the PEA secured an agreement with five municipalities to ensure long-term sustainability, while in Valparaíso it partnered with the Municipality of Quintero and local schools. The program developed a national didactic guide for primary education and, in the Queule pilot, implemented an intercultural environmental education program incorporating local biodiversity and traditional cultural knowledge. Level of delivery: N/A	- Training program document - PIRs, final project report and six-months reports - Interviews with beneficiaries of the training
Output 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 **Performance against Indicator(s) and Target(s)** **Other information, not related to the indicators, that demonstrates Output delivery:**	Across the pilot sites, the project strengthened sustainable livelihoods linked to wetland conservation. In Queule, it supported local cooperatives (e.g. Manos de Toltén), native plant nurseries, and bird-watching guides to promote eco-tourism and restore wetlands. In Cahuil, it identified and secured funding for sustainable economic activities, strengthened local tourism through training and infrastructure, and produced the Cahuil Atlas to highlight cultural and ecological assets. In Rocuant-Andalién, it advanced the design and promotion of a cultural heritage route to enhance wetland protection and sustainable tourism. During the site visits, the ecological infrastructure supporting tourism, as well as some products and services developed, were also observed. Level of delivery: N/A	- PIRs and final project report - Interviews with beneficiaries of the support - Direct observation of the infrastructure provided and the products

101. Due to design shortcomings in the Results Framework, specifically, the overlap between outcome indicators and output descriptions and the absence of measurable output-level indicators, the output-level analysis largely replicates the outcome-level assessment. Consequently, the synthesis of project achievements is presented only under the Outcomes section. The rating assigned to outcomes has therefore also been applied to outputs.

4.4.2 Achievement of Project Outcomes

102. The project demonstrated a solid performance, fully achieving and exceeding the targets of three outcomes that were central to the theory of change. The remaining three outcomes were partially achieved. The tables below present the detailed description and assessment of outcome achievement.

Table 14: Achievement of Project Outcome 1

Outcome 1:	**Decision makers and stakeholders recognize the importance of biodiversity (BD) conservation and sustainable land management (SLM) in coastal landscapes due to improved access to relevant ecological and socio-economic information.**
Performance against Indicator(s) and Target(s): i) Increase in information and availability of data on the importance of coastal landscapes and the ecosystem services they provide. **End of Project Targets:** - At least two pilot basins with ecosystem services evaluation completed.	The project carried out delimitation studies of the five pilot sites, which included the identification and assessment of ecosystem services. No single methodology was applied to identify and assess ecosystem services among the five pilot sites. The Cahuil pilot site also included an economic evaluation of the ecosystem services. The pilot site in Mantagua only included identification, but not assessment.
- 5 pilot wetlands with demarcated limits.	The project carried out delimitation studies in the five pilot sites, which also included the identification of priority areas for restoration.
- At least one pilot with diagnosis of pollution sources.	A documentary and experimental study was carried out by a team of consultants in 2022, who identified the sources of pollution and made an environmental diagnosis of the Elqui River Coastal Wetland.
- At least one pilot with hydrodynamic or bar movement study.	- A study was carried out on hydrodynamic behaviour and its relationship with the hydrometeorology of the Nilahue estuary basin in the Cahuil wetland. As a result, a Protocol for mechanised opening of the terminal bar was proposed.
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). **End of Project Target:** - At least 80% of the identified stakeholders have improved on KAP survey results by least 50% from baseline	In 2022, a team of consultants conducted a Knowledge, Attitudes and Practices (KAP) survey which, when compared with the baseline established during the design phase, showed an average improvement of 62% in stakeholders' knowledge, attitudes, and practices. Among these three dimensions, practice exhibited the largest increase.
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 collaborative wetlands inventory. **End of Project Target:**	The project established a public–private monitoring network in coordination with government institutions responsible for public services, such as public works agencies. It reported that 107 people used the collaborative inventory application. In addition, the project promoted the use of iNaturalist, which by June 2023 had registered more than 450,000 observations from around 13,700 observers.

Outcome 1:	**Decision makers and stakeholders recognize the importance of biodiversity (BD) conservation and sustainable land management (SLM) in coastal landscapes due to improved access to relevant ecological and socio-economic information.**
- 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 least 500% of citizens participation in the collaborative wetlands inventory (200 persons)	
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). **End of Project Target:** -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	During 2023, the project delivered six e-learning courses, with a total of 985 participants from the general public successfully completing them. Of these, 625 were women (63%) and 352 were men (36%). The courses were: • Delimitation of Urban Wetlands: 133 participants completed the course (82 women, 48 men, 3 without information). • Diagnosis and Recovery of Coastal Wetlands I: 201 participants completed the course (136 women, 64 men, 1 without information). • Diagnosis and Recovery of Coastal Wetlands II (2023): 199 participants completed the course out of 309 enrolled (134 women, 63 men, 2 without information). • Urban Wetlands Protection Law I: 179 participants completed the course (89 women, 90 men). • Urban Wetlands Protection Law II: 177 participants completed the course (120 women, 56 men, 1 without information). • Urban Wetlands Protection Law III: 96 participants completed the course (64 women, 31 men, 1 without information).
v) Number of communications activities on lessons learned from pilot project implementation carried out. **End of Project Target:** - At least 5 extension activities of lessons learned implemented.	Information and lessons learned were shared between the Mantagua and Cahuil pilots on the Barra de Cahuil protocol and governance, and between the Rocuant and Queule pilots on sustainable birdwatching. Regular project team meetings also supported ongoing knowledge exchange.
Sources of Information /Evidence: *List specific source/s of information that demonstrate the uptake of outputs by intended beneficiaries*	-Technical study documents - Survey result report - Direct observation of the platforms created and strengthened - Interviews with project team - Interviews with beneficiaries - PIRs, six-months reports and final project report - Lists of training participants
Narrative Assessment: *Discuss the nature, depth, and scale of Outcome. Discuss the contribution, credible association, or attribution of the Outcome level change to the project.*	The results are primarily technical in nature and demonstrate high quality, having undergone review by the project team and Ministry of Environment officials, with the most relevant studies also reviewed by the UNEP Task Manager. The project significantly expanded knowledge about the five pilot wetlands, and this information has supported urban wetland declarations (e.g., Mantagua wetland). Effective information dissemination, training, awareness-raising efforts, and the integration of findings into public platforms ensured broad access for decision makers and stakeholders. Interviews with local authorities and community members showed strong awareness and understanding of the importance and value of wetlands for environmental and local economic development. However, the generation of socioeconomic information was very limited. A key driver behind the high volume of technical products was the enactment of the Urban Wetlands Law in 2020, which prompted the Ministry of

Outcome 1:	**Decision makers and stakeholders recognize the importance of biodiversity (BD) conservation and sustainable land management (SLM) in coastal landscapes due to improved access to relevant ecological and socio-economic information.**
	Environment to prioritize the development of guidance to support its implementation. Additionally, the favorable dollar–peso exchange rate generated roughly USD 1 million in extra resources, enabling the project to finance further studies and materials. These factors significantly expanded the project's technical products beyond initial expectations.
Level of Achievement:	Fully achieved, with some indicators exceeding their targets

Table 15: Achievement of Project Outcome 2.1

Outcome 2.1:	**Improved institutional and technical capability for Integrated Landscape Approaches for SLM and BD conservation in coastal landscapes of south-central Chile.**
Performance against Indicator(s) and Target(s): vi) Increase in capacity of professionals, staff members of the Technical National Committee and Local Technical Committees to manage coastal landscapes measured by KAP survey <u>End of Project</u> - KAP survey results increases in 60% from baseline through Training program for public services on landscape approaches, ecosystem services, territorial planning and sustainable practices.	The project conducted a unique KAP survey to assess changes in awareness and knowledge. Therefore, the KAP results reported under indicator (ii) also apply to this indicator. The survey showed an average improvement of 62% in stakeholders' knowledge, attitudes, and practices, with practices demonstrating the greatest increase among the three dimensions.
vii) Increase in engagement of the relevant institutions measured by the number of inter-institutional seminars for knowledge exchanged on coastal landscape sustainable management and ecosystem services approaches <u>End of Project Target:</u> - At least three international/ national seminars on coastal landscape sustainable management and ecosystem services approaches.	**Four (4) international seminars were carried out by the project and one binational meeting:** • International Seminar on "International Experiences in Urban Wetland Protection," with the participation of experts from Ramsar Convention Secretariat Spain, and Chile (October 8, 2020). • International Seminar on Coastal Landscape Restoration, featuring experts from the United States, Chile, and Colombia (January 2022). • International Seminar on Sustainable Infrastructure (date not specified). • International Seminar on Ecosystem Services Assessment, held on October 11, 2024. • Chile–Argentina Binational Conservation Meeting, held over three days (December 2021). **In addition, three national seminars were held:** - *Coastal Wetlands of Central Chile: Environmental Indicators, Climate Change, and Coastal Risks* (May 2022). - *Eutrophication in Wetlands: Control Measures and Multi-Scale Approaches* (July 2021). -*Birdwatching and Its Potential for Economic Development in Chile* (October 2020). **The project also organized regional seminars:** In the Araucania: -First Costa Araucanía Bird Festival – *Seminar on Birdwatching and Conservation* (March 2021). In the Biobío Region: • Bird Festival Seminar (23 November 2023); • Sustainable Construction Seminar (24 August 2023). In the O'Higgins Region: • Hydrodynamic Adaptation of Estuaries: The Case of Cáhuil Lagoon (24 May 2024);

Outcome 2.1:	**Improved institutional and technical capability for Integrated Landscape Approaches for SLM and BD conservation in coastal landscapes of south-central Chile.**
	• Disaster Risk Management in Coastal Wetlands of the Province of Concepción (9 May 2024); • Launch seminar of the Ecosystem Services Assessment Guide (11 October 2024); • Launch seminar of the Environmental Education Guide (13 August 2024).
viii) Participatory mechanisms developed, measured by the conformation on national and local committees <u>End of Project Target:</u> - Steering Committee, National Technical Committee and 5 Local Technical Committees formed.	The Steering Committee, the National Technical Committee, and the five Local Technical Committees were established and operated throughout the project's implementation. Based on the same configuration of the National Technical Committee, the Ministry of Environment created the National Committee of Urban Wetland under the resolution No. 576 in 2023. Currently, the Local Technical Committee for the Rocuant–Andalién Wetland continues to operate as a subcommittee of the Biobío Regional Wetlands Committee, which was established under Resolution 04815/2025. Additionally, the Regional Wetlands Committee of the Valparaíso Region was created under Resolution 05026/2025; the Regional Committee of the O'Higgins Region under Resolution 06935/2024; and the Regional Committee of the Araucanía Region under Resolution 04812/2025.
Sources of Information /Evidence: *List specific source/s of information that demonstrate the uptake of outputs by intended beneficiaries*	- Website of the Ministry of Environment - KAP survey report - Seminar documents - Minutes of the committees created - Interviews with members of the committees - Interviews with project team - Interviews with training beneficiaries
Narrative Assessment: *Discuss the nature, depth, and scale of Outcome. Discuss the contribution, credible association, or attribution of the Outcome level change to the project.*	The KAP survey methodology was robust, ensuring full comparability between the baseline and the endline measurements. The resulting increase in knowledge among trained participants is therefore reliable. This is consistent with testimonies from public officials and community members, who provided concrete examples of how they have applied the knowledge gained to improve wetland management. The committees created also promoted the exchange of knowledge. Overall, institutional and technical capacities were strengthened.
Level of Achievement:	Fully achieved, with some indicators exceeding their targets

Table 16: Achievement of Project Outcome 2.2

Outcome 2.2:	**Strategies and mandates of key institutions include regulations and criteria regarding BD conservation and SLM in coastal landscapes.**
Performance against Indicator(s) and Target(s): 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 Service (SERNATUR) and the Ministry of Agriculture (MINAGRI) End of Project Target: - At least 4 institutions incorporate into their policy instruments environmental considerations and best practices for productive and development activities in coastal landscapes.	With the support of the project: • The Opinion E420195N23 – 24.11.23 – issued to exempt public works in wetlands from requiring an Environmental Impact Assessment (EIA). • The Environmental Impact Assessment Guide adopted by the **Environmental Impact Assessment System (SEIA) was created.** • The Regulation of the Urban Wetlands Law was created. • The **Sustainability and Climate Change Agency** signed the Clean Production Agreement for the Hotel and Gastronomy Sector, Concón–Mantagua Sustainable, with the Trade Association of Tourism Companies of Concón (AGETUCO), as part of the strategies for the protection, conservation, and sustainable use of coastal wetlands. • The **General Directorate of Public Works (DGOP) of the Ministry of Public Works** established an internal procedure (ORD 403) to review applications for the designation of urban wetlands, with the aim of assessing potential impacts on its operations. Any issues identified must be coordinated with the Ministry of the Environment. • Joint development of the Recommendation Guidelines for a Management Model for Metropolitan Wetland Parks by the Ministry of the Environment, the **Ministry of Housing and Urban Development, and the Undersecretary for Regional Development.**
x) Number of policy elements that negatively impact coastal ecosystems modified, replaced or counteracted End of Project Target: - At least 3 modified or replaced policy elements that negatively impact coastal ecosystems.	• The **National Irrigation Commission of the Ministry of Agriculture** amended Law 18.450 to introduce, among other changes, good practices for wetland management. • The **Ministry of Public Works (MOP)** developed: "Standards for the Protection and Environmental Impact Assessment of Urban Wetlands for Public Infrastructure Works**.** • Good Practices Guide for Construction and Tourism, developed by the project, used as a reference in procurement processes within the **Ministry of Housing and Urban Development (MINVU).**
Sources of Information /Evidence: *List specific source/s of information that demonstrate the uptake of outputs by intended beneficiaries*	-Repositories of the instruments and regulations: https://repositoriodirplan.mop.gob.cl/biblioteca/bitstreams/ea77b6d5-12b2-4e4f-8a2c-441b3c1123a7/download https://www.doe.cl/alerta/21122023/202312213004 https://www.sea.gob.cl/sites/default/files/imce/archivos/2023/06/Guia-EVA-Humedales_2023.pdf https://www.bcn.cl/leychile/navegar?idNorma=1152029 - Regulations and policy instrument documents -Interviews with public officials -Interviews with project team -Emails exchanged to coordinate the interinstitutional work -PIRs and final project report
Narrative Assessment: *Discuss the nature, depth, and scale of Outcome. Discuss the contribution, credible association, or attribution of the Outcome level change to the project.*	The modified or newly created planning and regulatory instruments provide strong evidence of the project's influence on the strategies and mandates of key public institutions at national level whose actions—such as housing development or public infrastructure—affect wetlands. Public officials interviewed confirmed that these instruments were developed or adjusted as a result of their interaction with the project, including training activities and bilateral meetings. According to interviews, this regulatory work was strongly driven by the enactment of the Urban Wetlands Law in 2020, which prompted institutions to begin complying with the new legal requirements.
Level of Achievement:	Fully achieved

Table 17: Achievement of Project Outcome 3.1

Outcome 3.1:	**Partner institutions and stakeholders incorporate and apply biodiversity conservation and coastal landscape management practices in district-level planning and in the sustainable management of natural resources and livelihoods.**
Performance against Indicator(s) and Target(s): xi) Area under integrated land-use and restoration plans for conservation and sustainable use in the pilot watersheds <u>End of Project Target:</u> - At least 21,000 ha of pilot ecosystems with integrated land-use and restoration plans under implementation for maintaining, restoring and improving resilience of coastal landscapes and wetlands watersheds.	The project developed five Integrated Management Plans, one for each pilot wetland, as 10-year roadmaps, and also implemented some activities. These plans cover 304,139 hectares. However, these plans are not currently being implemented by competent authorities. In addition, the project identified degraded areas that should be prioritized for restoration. The restoration carried out was mainly demonstrative, covering **82.42 hectares.** Area restored by pilot site: **Elqui**: 37.2 ha. The restoration was carried out in dunes and nesting sites of the Pilpilen with control of invasive species; the recovery of a public use area, which involved the removal of waste, the planting of native vegetation and the enrichment of fauna; restoration by the TEK mining company and work with the DalaSerra Agricultural Society to improve soil profile and install a strip of native vegetation; and dune management in Caleta San Pedro. **Queule**: 43.32 ha Restoration of the Pitranto forest through the application of good forestry and agricultural practices and the implementation of demonstration projects for restoration actions in five sectors of the Toltén commune, with livestock exclusion fences; reforestation with native species; implementation of a nursery for native species; and installation of vegetation and wildlife centres. **Mantagua**: The restoration was carried out in two reference ecosystems, one forest and one coastal sclerophyllous scrub, with a proposal to restore the ecosystem and reverse the degradation of native plant communities and biodiversity. However, the restored area was not reported. **Cahuil:** 1.9 ha. The restoration included controlling exotic species, improving soils, reforestation with native flora, and soil conservation works. **Rocuant Andalien**: Post-fire restoration actions on pilot properties in the municipalities of Florida, Tomé, Santa Juana, and Florida. The restoration involved natural regeneration works, infiltration strips, planting of native species, soil and water conservation works, management of invasive species, and installation of irrigation infrastructure. However, the restored area was not reported
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 <u>End of Project Target:</u> - 5 pilot sites establish a program for monitoring basin health and biodiversity, with participation of public institutions, local communities and the private sector.	An environmental and citizen monitoring program was implemented in the five pilot projects, which included monitoring the water quality of wetlands (physicochemical variables) and biota (birds, fish, benthic macroinvertebrates, etc.). Specialized consulting firms, researchers from universities, schools, and neighbourhood associations participated in the program. In addition, carbon monitoring and satellite phenological monitoring of the five wetlands were achieved. The results of water quality and biota monitoring were systematized. The monitoring data were also used for other purposes, such as the development of the Cahuil sandbar protocol.
xiii) Number of demonstrative applications of best practices in the following sectors: housing development, infrastructure, agriculture, forestry, tourism. <u>End of Project</u> - At least one demonstration activity in each productive/development	Across the pilots, between three and five good practices were implemented in each site. Below are selected examples by sector: Agriculture: Demonstrative restoration activities in agricultural areas were carried out in the Elqui pilot. Forestry: Installation of livestock exclusion fences to protect wetlands and surrounding vegetation, along with the application of silvo-agroforestry practices.

Outcome 3.1:	**Partner institutions and stakeholders incorporate and apply biodiversity conservation and coastal landscape management practices in district-level planning and in the sustainable management of natural resources and livelihoods.**
sector (5 in total) implemented in a pilot site, with adoption of best practices (as expressed in Component 2).	Tourism: A Clean Production Agreement was established with the Tourism and Gastronomy Chamber of the Valparaíso Region, incorporating a set of environmental good practices. Construction: Ecological infrastructure was implemented in Caleta San Pedro, including dune protection measures, nesting-site protection for the *pilpilén* (American oystercatcher), bird-watching facilities, and a dune boardwalk. Housing development: No specific example was identified. In general, the housing sector participated in some committees (e.g., the Rocuant–Andalién technical committee); however, according to interviews, its role was mostly passive.
Sources of Information /Evidence: *List specific source/s of information that demonstrate the uptake of outputs by intended beneficiaries*	-Monitoring program planning document - Document on the analysis of environmental monitoring data in coastal wetlands -Direct observation of some restoration areas and ecological infrastructure -PIRs and final project report -Interview with researcher -Interviews with project team -Interviews with public officials -Interviews with beneficiaries -Interviews with consultants
Narrative Assessment: *Discuss the nature, depth, and scale of Outcome. Discuss the contribution, credible association, or attribution of the Outcome level change to the project.*	There was strong engagement from institutions and stakeholders, which was instrumental in achieving the outcome. This was largely driven by the increased awareness and enhanced technical knowledge generated by the project. However, because restoration activities only started during the final year of implementation, actions remained limited to low-cost demonstrations with insufficient time for consolidation or systematic follow-up to verify their effectiveness. As a result, the durability of these initial gains is uncertain. Risks to the sustainability of the monitoring programs and the implementation of the Integrated Management Plans remain and are discussed in the sustainability section.
Level of Achievement:	Partially achieved

Table 18: Achievement of Project Outcome 3.2

Outcome 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.**
Performance against Indicator(s) and Target(s): xiv) Number of Municipalities applying territorial planning instruments that integrate coastal ecosystem conservation <u>End of Project</u> - At least 4 municipalities with municipal ordinances or other territorial planning instrument (PROT, RENAMU, PRL, PLADECO, ZBC, ZOT, PRC) with coastal BD and LD considerations integrated and being applied.	The project provided technical recommendations for the update of the La Serena Urban Development Plan, and according to interviews, several of these recommendations were incorporated into the revised The project provided technical recommendations for the update of the La Serena Urban Development Plan, and according to interviews, several of these recommendations were incorporated into the revised plan in 2020. (https://mapas.laserena.cl/mapas/plan-regulador/index.html)
Sources of Information /Evidence:	-Interviews with project team -Interviews with municipality authorities

Outcome 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.**
List specific source/s of information that demonstrate the uptake of outputs by intended beneficiaries	
Narrative Assessment: *Discuss the nature, depth, and scale of Outcome. Discuss the contribution, credible association, or attribution of the Outcome level change to the project.*	The project worked closely with municipalities, mainly in the Rocuant Andalien wetland in Biobio, and also elaborated guides and training courses to facilitate the compliance of its responsibilities under the Wetland Law (e.g., guide to facilitate complaints that impact wetlands, guide to develop integral management plan at the watershed level, and the guide on wetlands monitoring). However, it could not shape a planning instrument or support the creation of an ordinance.
Level of Achievement:	Partially achieved

Table 19: Achievement of Project Outcome 3.3

Outcome 3.3:	**Livelihoods of participating coastal-landscape stakeholders show improvements in resilience and diversification.**
Performance against Indicator(s) and Target(s): xv) Number of projects for diversification of sustainable economic activities <u>End of Project Target:</u> - At least 6 projects with diversified productive activities or services implemented.	The Project contributed to creating or strengthening local value chains through a set of targeted actions: - Supporting the establishment of the Manos de Toltén women's cooperative, promoting local identity–based products. - Training community members in Queule as birdwatching guides to diversify tourism services. - Conducting a funding opportunities assessment, facilitating three funding applications—one of which secured resources for sustainable tourism—and training 16 beneficiaries in nursery development and management. - Developing an administrative and commercial manual to support nursery operations, along with technical assistance to promote local nursery enterprises in Pichilemu. - Producing the *Cahuil Atlas* to showcase the cultural, tourism, and socioeconomic assets of the pilot area. - Implementing value-chain–oriented actions in the Rocuant–Andalién pilot. - Designing a proposal to improve the Heritage Route for the Biobío Urban Wetlands System, including enhancements in design, implementation, and outreach. - Developing a *Topo-Guide* to support the dissemination and promotion of the Heritage Route.
xvi) Number of women and men from communities associated with wetlands engaged in diversified productive activities, exclusively or in addition to their usual activities. <u>End of Project</u> - At least 20 men and 20 women from local communities are beneficiaries of economic activities.	Project performance exceeded its target, reflecting a design limitation, as the original target was set too low. The achievement was driven by activities implemented in the Queule, Cahuil, and Elqui pilots, where the project supported more than 20 women and 20 men in tourism-related activities and artisanal crafts.
xvii) Level of adoption of instruments promoted and strengthened for certifying best productive practices in coastal landscapes (EM green seal for coastal landscapes) <u>End of Project Target:</u> - At least 6 projects with EM green seal for coastal landscapes obtained.	There was no national biodiversity certification system in place to provide a green seal for environmental management. The system was expected to be created under the Biodiversity and Protected Areas Service (SBAP) Law during project implementation. However, the law was only approved in June 2023. Instead, the project supported the development of the regulations associated with the certification system.
Sources of Information /Evidence:	-Field visit/observation of touristic infrastructure -Interviews with beneficiaries

Outcome 3.3:	**Livelihoods of participating coastal-landscape stakeholders show improvements in resilience and diversification.**
List specific source/s of information that demonstrate the uptake of outputs by intended beneficiaries	-Interviews with project team -PIRs and final project report -Documents on economic proposals -Inclusivity: pending
Narrative Assessment: *Discuss the nature, depth, and scale of Outcome. Discuss the contribution, credible association, or attribution of the Outcome level change to the project.*	The triangulation of evidence confirms that the outcome was partially achieved. Project documentation details the activities implemented, while interviews provide concrete testimonies on how these actions improved beneficiaries' skills and income, contributing to a greater sense of resilience. Although economic activities do not have a green seal.
Level of Achievement:	Partially achieved, with project performance for some indicators exceeding their targets.

103. In summary, the project delivered strong technical results, generating high-quality ecological assessments, tools, and platforms that substantially improved knowledge on the five pilot wetlands and informed key regulatory and planning instruments, mainly at national level. These products were widely disseminated and used by public institutions, contributing to wetland declarations and improved decision-making. These prolific results were driven both by the enactment of the Urban Wetlands Law and the increase in project resources resulting from the favourable dollar-to-peso exchange rate.

104. Capacity building exceeded expectations, with stakeholders trained and clear evidence of increased knowledge, skills, and awareness among communities and public officials. This translated into more informed practices for wetland management and governance. The project had a significant influence on national instruments by integrating environmental criteria into sectors that traditionally could impact wetlands. Although its incidence at the municipal level was limited, overall the project effectively supported compliance with the Urban Wetlands Law.

105. Pilot-level actions demonstrated initial progress toward sustainable livelihoods and ecosystem management, though their scope remained limited and mostly illustrative (e.g. restoration).

4.4.3 Likelihood of Impact

Table 20: Likelihood of impact

Factors influencing likelihood of impact	**Assessment**	**Justification**
Drivers to support transition from Outputs to the Project Outcomes	In place	The Ministry of the Environment is fully committed to implementing the Urban Wetlands Act and upholding its international obligations to protect biodiversity hotspots. Additional information is available regarding the pilot wetlands. Producers and community members are concerned about their livelihoods and recognize the importance of wetland conservation for sustaining them; consequently, they have demonstrated a strong commitment to continuing their support for the project's activities.
Assumptions for the change process from Outputs to Project Outcomes	Hold	There was a high participation of communities, local actors (including women and indigenous people), and authorities in project activities committed to protect wetlands and to promote their sustainable use, considering that economic activities strengthened are competitive. Even though the SBAP law was enacted later than expected policies remained favourable to wetlands (e.g. enactment of the Urban Wetland Law). Controversially, the pandemic generated a positive environment to provide more talks and courses than expected although they were online. Private sector such as tourism companies and restaurants adopted best practices to protect wetlands, although the housing sector had a passive participation.

Factors influencing likelihood of impact	Assessment	Justification
Proportion of **Project Outcomes** fully or partially achieved	Some	Three outcomes were fully achieved (outcomes 1, 2, 2.2) with performance for some indicators exceeding their targets, three outcomes were partially achieved (3.1, 3.2and 3.3).
Drivers to support transition from Project Outcomes to Intermediate States	In place	The national government and local actors keep a strong commitment to continue supporting most of the initiatives promoted by the project, as some of them were established in planning or managing instruments or are related to their livelihoods.
Assumptions for the change process from the Project Outcomes to Intermediate States	Hold	There are documented examples of project initiatives being replicated in other wetlands (see Sustainability section). The Ministry of Environment continues to enforce the Urban Wetlands Law, and local actors remain effectively sensitized and engaged in protecting wetlands and sustaining their livelihoods.
Proportion of **Intermediate States** achieved	Some	One case demonstrates improved wetland functioning: the Cahuil pilot, which implemented a protocol for sandbar opening. The establishment of regional wetland committees, such as the Biobío Regional Wetland Committee, further evidence strengthened management.
Drivers to support transition from Intermediate States to Impact	In place	Through its effective work in schools, the project has fostered environmental awareness among children, increasing the likelihood that they will demand stronger environmental stewardship in the future.
Assumptions for the change process from Intermediate States to Impact	Hold	To date, the sustainable management and protection of biodiversity remain priorities for the national government, which enacted the SBAP Law in 2023 and the Peatlands Law in 2024. The Ministry of Environment is currently advancing the implementation of the SBAP Law through another GEF project (GEF ID 11208).

106. The assessment indicates a likelihood of achieving the intended impact, as key drivers are consistently in place and the core assumptions of the theory of change hold across all transition levels. Strong institutional commitment, community engagement, and the integration of project initiatives into planning and governance instruments provide a solid foundation for sustained progress.

107. Although only one intermediate state has been demonstrated, the project achieved or nearly achieved all outcomes, showing significant momentum toward systemic change. Early signs of replication and improved wetland management reinforce the expectation that the project is on a credible path toward its long-term impact.

Findings Statements on Effectiveness*:*

108. The project proved highly effective, influencing national regulatory frameworks for wetland protection and sustainable use, though its impact at the municipal level was limited.

109. Sustainable management and restoration actions were limited by late initiation and ambitious goals, yet the demonstrative support for smallholder economic activities proved effective in promoting resilience.

110. There is a likelihood of achieving the intended impact, supported by strong drivers, sustained institutional and community commitment, and the integration of project initiatives into governance instruments.

Rating for Effectiveness: Satisfactory

Rating for Availability of Outputs: Satisfactory

Rating for Achievement of Project Outcomes: Satisfactory

Rating for Achievement of Likelihood of Impact: Likely

4.5 Financial Management

4.5.1 Adherence to UNEP's Financial Policies and Procedures

111. Adherence to GEF Financial Policies and Procedures was partial. On the one hand, the use of GEF resources was generally compliant with the contractual terms established in the Project Cooperation Agreement between UNEP and Fundación Sendero de Chile. This assessment is supported by the five (5) annual financial audits conducted between 2020 and 2025, as well as by information gathered through interviews. No significant issues were identified in relation to procurement processes. A key enabling factor underpinning this performance was Fundación Sendero de Chile's prior experience as a fund-executing agency for a GEF-funded project, along with the development of a General Manual of Administrative Procedures and Fund Reporting for Cooperation Agreements with UNEP, which provided an operational reference for both current and future implementation.

112. Nevertheless, minor fiduciary weaknesses were identified, particularly in the first audit period (October 2019–December 2020), mainly related to discrepancies between project financial balances and the Anubis system. These differences were assessed as non-material and did not require further investigation. In addition, temporary disbursement suspensions by UNEP occurred on two occasions due to fund misallocation between GEF projects and a significant reporting error in co-financing figures. In both cases, the project implemented timely corrective measures, after which normal disbursement processes were restored, demonstrating adequate financial oversight.

113. Furthermore, stakeholders from different sectors highlighted limitations in the administrative capacity of the Project Management Unit, particularly due to limited prior experience in managing projects of this nature. These capacity constraints contributed to inaccuracies in the allocation of co-financing across budget lines during the initial years of implementation, minor delays in disbursements, and the need for increased administrative support from UNEP to ensure continued compliance with UNEP/GEF financial requirements.

114. On the other hand, the evaluation identified a lack of compliance with the GEF Co-Financing Policy. According to this policy, UNEP, as the implementing agency, is required to "provide information on the actual amounts, sources and types of Co-Financing and Investment Mobilized" in both mid-term reviews and terminal evaluations. However, the co-financing figures reported in the mid-term review and in this terminal evaluation are based on broad estimations rather than on verified data. Specifically, the reported amounts were calculated using a pro-rata formula (i.e. total committed co-financing / project duration) × years of implementation), which does not demonstrate that co-financing partners effectively provided the estimated resources. Although the project initially established a mechanism for partners to report co-financing contributions, this process was not sustained throughout implementation.

115. While the use of estimations, particularly for in-kind co-financing, may be understandable to some extent, minimum evidence would still be expected to clarify what was considered as co-financing and to explain how committed co-financing was mobilized. In this case, no such documentation was available. This situation also reflects non-compliance with the Project Cooperation Agreement, which establishes that the executing agency shall ensure that legal instruments with project partners require annual reporting of actual co-financing received versus amounts committed at the time of GEF approval, supported by documentation available for project evaluation. This also reflects non-compliance with an agreement of the Project Steering Committee, whereby partners were to submit annual letters reporting co-financing, supported by formats and guidance from the Project Management Unit, which were not effectively implemented or enforced.

116. Although the mid-term review explicitly highlighted this weakness, the project did not introduce corrective measures to improve the tracking and verification of actual co-financing during the remaining implementation period. Interviews conducted for this evaluation indicate that some partners and stakeholders supported the project with additional resources; however, these contributions were not systematically recorded, valued, or reported to the Ministry. As a result, while it is reasonable to conclude that some level of co-financing was provided, including new co-financiers, the absence of verifiable documentation prevents determining the actual amounts materialized. Consequently, it is not possible to reliably complete or validate the project's co-financing table, limiting the assessment of the project's financial leverage and compliance with GEF requirements.

4.5.2 Completeness of Financial Information

117. Overall, project financial and administrative documentation was largely available and accessible, including project cost and co-financing tables at design stage, budget revisions, legal agreements, expenditure summaries, audit reports, and most evidence of fund transfers. This level of documentation supports transparency and allows for an adequate assessment of budget execution. However, a critical gap was identified regarding the lack of documentary evidence to substantiate reported co-financing.

118. The budget received from the GEF was fully utilized, with a total expenditure of US$ 5,146,804. The project also gained the equivalent of approximately one million United States dollars due to the appreciation of the US dollar against the local currency (Chilean peso). Regarding cofinancing, as mentioned before, although stakeholders reported during interviews that additional resources were provided, the absence of verifiable documentation limits the ability to confirm the actual amounts mobilized and constrains a full assessment of the project's financial leverage.

Table 21: Project budget and final expenditure by year

Year	Budget at CEO approval (US$)	Final expenditure (US$)
2019	498,486	21,944
2020	1,235,015	602,578.88
2021	1,149,868	999,209.15
2022	985,539	803,512.58
2023	828,533	998,034.15
2024s	449,364	1,312,059.86
2025	-	409,465.38
Total	**5,146,805**	**5,146,804**

Source: *ProDoc and Final Financial Report included in Anubis as of August 2025.*

Table 22: Project Co-finance

Sources of Co-financing	Name of Co-financier (source)	Type of Co-financing	Co-financing Amount ($)	
			Planned	Actual
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	

Sources of Co-financing	Name of Co-financier (source)	Type of Co-financing	Co-financing Amount ($)	
			Planned	Actual
Private sector	Arauco Forest Company	In-kind	11,667	
	Arauco Forest Company	Grants	63,333	
Other	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 (USD)			**19,991,990**	

Table 23: Financial management

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's/GEF's policies and procedures:		**MS**	
Any evidence that indicates shortcomings in the project's adherence to UNEP or donor policies, procedures or rules		Yes	The project made appropriate use of project resources in compliance with UNEP/GEF policies; however, full adherence to the GEF co-financing policy was not achieved.
Was first disbursement carried out within 9 months of UNEP's project approval date.		Yes	The project was approved by the UNEP Project Review Committee on August 29, 2019 and the first disbursement was carried out on January 17, 2020.
Were the procurement policies of UNEP and the donor(s) followed? *(where applicable)*		Yes	No deficiencies related to the procurement process were reported or identified
2. Completeness of project financial information:			
Provision of key documents to the evaluator (based on the responses to A-H below)		**MS**	
A.	Co-financing and Project Cost's tables at design (by budget lines)	Yes	The ProDoc included two appendixes to show the project cost table and the cofinancing table disaggregated by budget line.
B.	Revisions to the budget	Yes	The revisions to the budget can be accessed in Anubis[26]
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	Most of the project legal agreements were provided.
D.	Proof of fund transfers	Yes	7 out of 9 remittance advice cash advances are included in Anubis.
E.	Proof of co-financing (cash and in-kind)	No	While partners and stakeholders reported having provided additional resources, the absence of documented evidence prevents verification of the actual co-financing amounts.
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	Summary reports by budget lines and cumulative yearly expenditure were available.
G.	Copies of any completed audits and management responses *(where applicable)*	Yes	Reports of the 5 audits performed were provided.
H.	Procure documents[27], including the approved requisition document and Source Selection Plan *(where applicable)*	Yes	There is evidence of open procurement calls, an administrative procedures manual, and established accountability processes.
I.	Any other financial information that was required for this project (list):	N/A	
Overall rating		MS	

[26] An online project management system used by UNEP.
[27] Relevant for procurement action over USD 10,000 in value.

Findings Statements on Financial Management*:*

119. Compliance with UNEP/GEF financial policies was partial. While GEF resources were managed in accordance with contractual and financial requirements, shortcomings in the tracking, verification, and reporting of co-financing resulted in partial compliance with the GEF Co-Financing Policy.

120. Financial information related to GEF expenditures was generally adequate and supported by audits and documentation; however, insufficient and non-verifiable information on co-financing constrained validation of actual amounts materialized and limited assessment of the project's financial leverage.

Rating for Financial Management: Moderately Satisfactory

Rating for Adherence to UNEP's Financial Policies and Procedures: Moderately Satisfactory

Rating for Completeness of Financial Information: Moderately Satisfactory

4.6 Efficiency

121. The project demonstrated a good level of efficiency, as it largely achieved its expected outcomes, exceeding some outcome indicators, while requiring only a single no-cost extension of approximately five months. Although budget execution was slower than planned during the initial years of implementation, the rate of expenditure increased over time, albeit remaining below the projections established in the ProDoc (Figure 4). However, the project began delivering outputs and outcomes effectively during the early implementation period, even as the COVID-19 pandemic emerged shortly after project start-up. The mid-term review confirmed a high level of performance against outcome indicators, noting that project performance for most indicators had already exceeded their mid-term targets and, in some cases, had reached end-of-project targets. At the end of project implementation, the project had significant achievements, although the targets of some outcome indicators were not achieved (e.g. target for municipalities with local ordinances). This level of achievement, attained within the originally approved budget and with only a limited extension beyond the original timeframe, supports the assessment of efficient use of resources. This performance was primarily driven by the following factors identified by interviews and desk review:

- **Effective adaptive management:** The project's ability to adapt its implementation approach in response to the COVID-19 pandemic, particularly through the rapid shift to virtual modalities for communication and training, as well as continued progress on outputs not requiring fieldwork, such as policy framework strengthening, was a significant driver of efficiency. This adaptive management ensured continuity of activities, expanded the reach of capacity-building efforts, and generated cost savings by reducing travel and logistical expenditures.

- **Efficient national and local coordination mechanisms:** Strong leadership by the National Project Coordination and close collaboration with the Ministry of Environment's Operational Coordination facilitated timely decision-making and streamlined implementation during almost the entire project implementation. At the local level, the territorial knowledge, institutional capacities, and networks of local coordination in the pilot areas further enhanced implementation efficiency and reduced transaction costs.

- **Enabling policy environment:** The enactment of the Wetland Law in 2020, which coincided with the early phase of project implementation, created a favourable

policy environment that allowed the project to be strategically leveraged by the Ministry of Environment and other public institutions. This alignment accelerated the delivery of regulatory and technical outputs and contributed to efficiency by embedding project activities within ongoing policy processes. However, the strong institutional focus on supporting the implementation of the law also redirected project attention and resources away from other planned activities, particularly ecosystem restoration. According to the initial PIRs, restoration activities were expected to begin during the early years of implementation; instead, they were initiated only in the final year, with insufficient time and resources to ensure their effectiveness. As a result, the corresponding restoration indicator target was not achieved.

- **Strong agreements and partnerships:** The project promoted effective interinstitutional coordination between the Ministry of Environment and other ministries and entities, which helped avoid duplication of efforts, pooled institutional capacities, and enhanced policy influence, consistent with the project's intended outcomes.

- **Availability of additional financial resources:** Favorable exchange rate fluctuations generated approximately one million US dollars in additional purchasing power. While this factor was exogenous to project management decisions, it enabled the delivery of a higher volume of outputs than originally planned and contributed to improved cost-efficiency.

122. Project management arrangements and the modality of activity implementation contributed to minimizing UNEP's carbon footprint, primarily through the use of virtual coordination mechanisms and reliance on local partners for field-level implementation.

Figure 4: Planned budget and expenditures by year.

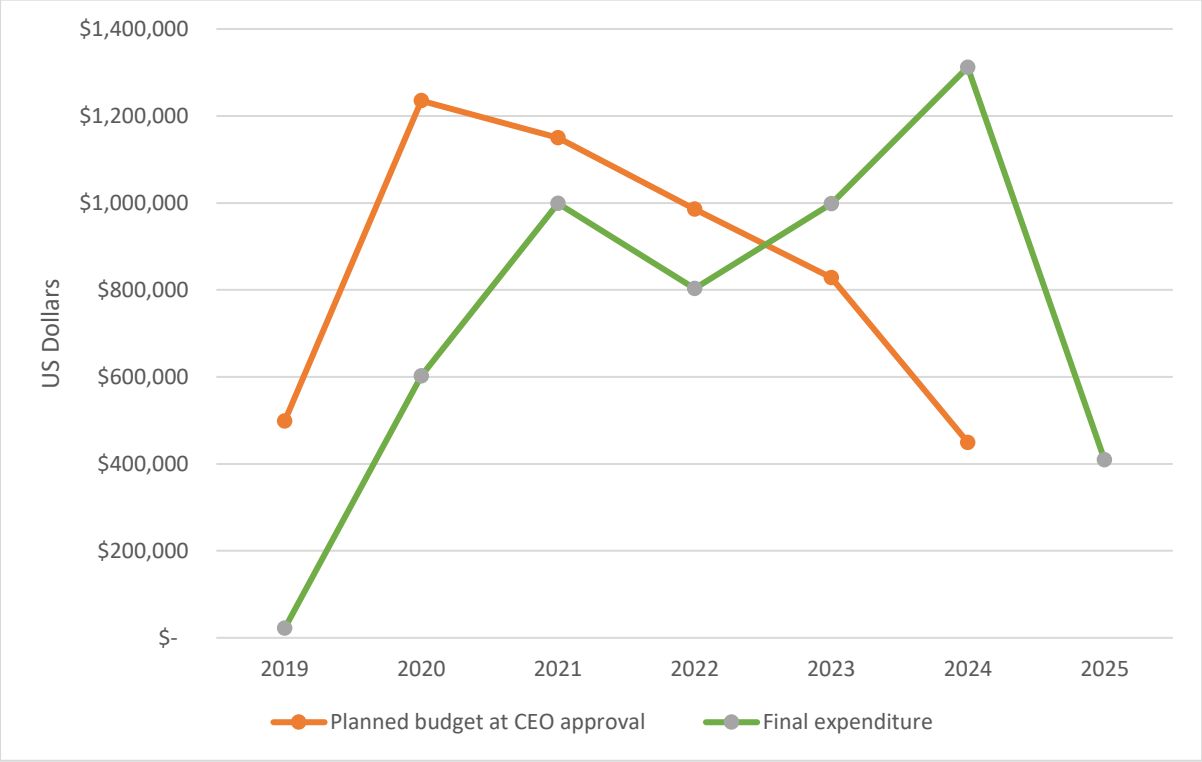


Table 24: Project Extensions

Type of project extension (cost/no-cost)	Duration (# months)	Reason for no-cost extension
No-cost	Approximately 5 months	The extension was justified by the need to complete remaining outputs, particularly restoration, ecological infrastructure, and environmental education activities, requiring limited additional time beyond the original schedule.

Findings Statements on Efficiency:

123. The project demonstrated a good level of efficiency, achieving most of the results and exceeding several indicator targets, requiring only a short no-cost extension. Effective adaptive management and robust coordination mechanisms were the main drivers of this performance, while favourable external conditions contributed to improved cost-effectiveness.

Rating for Efficiency: Satisfactory

4.7 Monitoring and Reporting

4.7.1 Monitoring of Project Implementation

124. The project implemented most of the planned monitoring and evaluation activities, providing a functional structure for tracking implementation progress. However, gaps in formal documentation, including the absence of evidence of an inception workshop and incomplete records of Steering Committee meetings, weakened the strategic use of M&E.

125. While regular coordination mechanisms and progress reporting supported adaptive management, monitoring information remained fragmented across multiple documents, constraining systematic analysis of results and performance trends. In addition, project monitoring underestimated key implementation risks, particularly regarding subnational policy uptake, which ultimately constrained the achievement of Outcome 3.2.

126. At the strategic level, Steering Committee meetings were held on an annual basis addressing strategic issues; however, their effectiveness was constrained by limited follow-up on agreed actions. This limitation was evidenced by the non-implementation of key decisions, such as the agreement to require partners to report co-financing contributions. Furthermore, the absence of partner institutions from the final two Steering Committee meetings, despite their involvement in budget approval, reduced the inclusiveness of decisions related to resource allocation and project closure.

127. Weaknesses in the design of the Logical Framework further constrained effective monitoring. The inclusion of management-oriented indicators at the outcome level limited the project's ability to capture higher-level, strategic results, while the absence of output-level indicators led to an overemphasis on activity tracking. As noted by one interviewee, "We were meeting the indicators, but I did not see a more far-reaching, strategic result." These design shortcomings reduced the usefulness of the monitoring system for assessing progress toward informing strategic decision-making.

4.7.2 Project Reporting

128. The project complied with UNEP/GEF reporting requirements by regularly submitting financial information (e.g. quarterly financial reports) and technical progress reports (PPRs

and PIRs) through the GEF portal and Anubis platform. These mechanisms ensured a level of accountability and enabled UNEP to track financial execution and implementation progress. However, the reporting system was only partially effective in supporting comprehensive monitoring and evaluation, as some key monitoring documents, such as Steering Committee meeting minutes, were not consolidated in a single, accessible repository.

129. The absence of a centralized information management system affected the continuity and completeness of project records. This limitation became evident during the transition of the National Project Coordinator, when not all monitoring and governance-related documentation was systematically transferred. As a result, the fragmentation of information limited the assessment of decision-making processes and institutional learning.

130. With respect to inclusiveness, reporting through PIRs and PPRs systematically disaggregated participation data by sex, allowing for basic gender analysis. However, monitoring and reporting did not explicitly consider other vulnerable groups, such as indigenous people. This represents a missed opportunity to align reporting practices more fully with UNEP and GEF commitments on social inclusion.

Findings Statements on Monitoring and Reporting*:*

131. The project established regular monitoring mechanisms that supported adaptive management and operational decision-making. However, the absence of a fully integrated and operational monitoring system limited the consolidation, traceability, and strategic analysis of performance over time.

132. The project complied with UNEP/GEF requirements for financial and technical reporting, including gender-disaggregated data, although with limited consideration of other vulnerable groups.

Rating for Monitoring and Reporting: *Satisfactory*

Rating for Monitoring of Project Implementation: Moderately Satisfactory

Rating for Project Reporting: Satisfactory

4.8 Sustainability

4.8.1 Socio-political Sustainability

133. The evaluation found a high level of social appropriation across the pilot landscapes, with all community members interviewed demonstrating a clear awareness of the importance of wetlands and the need for their protection. This is due to an effective communication strategy and training program. This awareness has translated into concrete behavioural changes, including the continued use of project-generated materials, sustained local leadership, and active community engagement in wetland protection. Notably, the complaint guidelines developed by the project are being effectively used by citizens to protect Elqui wetland. In Queule, an artisanal fisherman transformed his tourism business into an ecotourism enterprise, applying project knowledge and tools. During his interview, he said, 'You have to know in order to preserve'. In Mantagua, a private corporation supported by the project is renewing its management plan with authorities to sustain restoration efforts. The project laid a solid foundation for social sustainability, although this is a process that is still in its early stages and will require ongoing reinforcement to consolidate long-term results.

134. The existence and initial implementation of the Urban Wetlands Law reinforces political sustainability. The law reflects political will, public priority and the legitimacy of the subject. The enactment of the law supported the active participation of local and national authorities in the project.

4.8.2 Financial Sustainability

135. The establishment of a dedicated budget line within the Ministry of Environment, under the Wetland Management Program, constitutes a key financial sustainability mechanism, ensuring the allocation of public resources for continued wetland management and protection, while also reinforcing institutional commitment. The Ministry has started to use the resources to support the development of the Integrated Management Plans based on the guidelines created by the project. However, available funding appears insufficient relative to the scope of responsibilities, as the Ministry must not only implement national wetland mandates but also support the Regional Ministerial Secretariat (SEREMI) offices for Environment and provide technical and operational backing to municipalities. This resource gap poses a constraint to the long-term scaling and consolidation of project results.

136. Financial sustainability is weakened by limited clarity regarding the allocation and prioritization of resources from the Wetland Management Program at the regional level. In addition, municipalities highlighted persistent funding constraints, particularly for technically demanding activities such as water-quality monitoring or for implementing the Integrated Management Plans. Private-sector awareness efforts had limited impact on change in practices due to the absence of incentives, constraining engagement and long-term sustainability and financing contributions.

4.8.3 Institutional Sustainability

137. The project achieved strong institutional sustainability at the national level by operationalizing the Urban Wetlands Law through the enactment of its regulations in 2020 and the development of a set of technical guidelines, such as wetland delimitation protocols, formally adopted by the Ministry of Environment. Although some of these outputs were not fully within the Results Framework. It also embedded wetland management criteria within national policy and planning frameworks across key sectors. This influence on regulatory instruments, combined with extensive capacity development, strengthened institutional commitment and promoted more environmentally informed decision-making, including within agencies traditionally outside the environmental sector (e.g., the Ministries of Housing and Public Works).

138. At the municipal level, however, institutional uptake was uneven and structurally weaker. The project was limited in influencing municipal legal framework. While some municipalities translated project support into concrete organizational changes—such as the creation of an environmental unit in Toltén [28] and the scaling up of the Intercultural Environmental Education Program in five (5) municipalities of the Araucania, others showed limited integration of project results. Design and governance gaps, particularly the lack of clearly assigned coordination responsibilities for Integrated Management Plans, limited municipal technical capacity, inconsistent monitoring, and the variable functioning of local technical committees, constrained the sustained institutional consolidation of project outcomes at the local level.

[28] Including the incorporation of wetland protection into the Municipal Development Plan (PLADECO 2023–2027).

Findings Statements on Sustainability*:*

139. The project strengthened socio-political sustainability by fostering strong community ownership and leveraging the Urban Wetlands Law as a source of political legitimacy and institutional commitment; however, these gains remain nascent and will require continued reinforcement to ensure long-term consolidation.

140. The creation of a dedicated budget line under the Wetland Management Program provides a foundation for financial sustainability; however, limited funding levels, unclear regional allocation, persistent municipal resource constraints, and the absence of private-sector engagement mechanisms pose risks to the long-term continuity and scaling of project results.

141. While the project successfully embedded wetland management within national regulatory frameworks and strengthened cross-sectoral capacities, limited legal adoption, weak coordination mechanisms, and uneven local capacities constrained institutional uptake at the municipal level, threatening the sustained implementation of project outcomes.

Rating for Likelihood of Sustainability (*use 'Likely' scale*): *Moderately likely*

Rating for Socio-political Sustainability: Likely

Rating for Financial Sustainability: Moderately likely

Rating for Institutional Sustainability: Moderately likely

4.9 Factors Affecting Performance and Cross-Cutting Issues

4.9.1 Quality of Project Management and Supervision

4.9.1.1 UNEP/Implementing Agency:

142. UNEP provided largely effective financial and technical oversight, ensuring compliance with most donor financial policies and the quality of key outputs and publications. It also supported effective adaptive management in response to the COVID-19 pandemic. However, significant weaknesses were identified in its supervision of co-financing arrangements. This resulted in limited transparency and made it difficult for the final evaluation to verify whether committed co-financing was fully mobilized.

143. In addition, while UNEP demonstrated flexibility by allowing the project to reallocate additional resources generated by favorable exchange rates to support unplanned outputs, it did not sufficiently prioritize the achievement of originally committed outputs and outcomes. This contributed to shortfalls in key results, notably in restoration targets. Oversight of environmental and social safeguards was also uneven, with gaps in risk monitoring and adaptive management primarily related to the trade-offs involved in conservation measures.

4.9.1.2 Partners/Executing Agency:

144. The Ministry of Environment demonstrated strong political commitment and ownership of the project, working closely with the Project Management Unit and contributing significantly to the institutional positioning of wetland management and the sustainability of several project achievements. This high level of ownership strengthened alignment with national priorities and supported the operationalization of key environmental legislation. However, it also resulted in a progressive expansion of project scope, as additional resources generated by favorable exchange rates were redirected toward unplanned support for the implementation of the Urban Wetlands Law and other environmental laws, such as the SBAP

Law and the Peatlands Law, even while some originally planned outcomes, particularly restoration targets, remained incomplete.

145. While some of these activities were directly linked to wetland management, others had weaker alignment with the project's original results framework. This scope expansion contributed to implementation pressures, internal tensions, and a growing focus on administrative resource management rather than results consolidation, particularly between the financial executing agency (Fundación Sendero de Chile), the implementing agency (UNEP), and the Ministry of Environment. These dynamics intensified following the change of the National Project Coordinator in the final year of implementation, which also altered working relationships and introduced a different way of working late in the project cycle. As a result, limited time remained for systematic knowledge consolidation and for securing the sustainability of all project products.

4.9.2 Stakeholders Participation and Cooperation

146. The National Technical Committee and the five Local Technical Committees, together with the awareness-raising and training activities, effectively facilitated multi-level stakeholder participation and cooperation. Stakeholders interviewed mentioned that they could express their opinions, without interference, coercion, discrimination or intimidation and were informed about project activities and results in a timely manner. This helped to strengthen their ownership and policy influence, albeit with uneven performance across pilots. These mechanisms improved coordination between local actors and the Ministry of Environment. However, private-sector engagement remained limited, reflecting the absence of a targeted strategy and incentives to promote a sustained and active involvement.

4.9.3 Responsiveness to Human Rights and Gender Equality

147. According to the interviews and the desk study, there were no complaints about human rights violations or gender discrimination during project implementation. Although regarding gender equality, although both the ProDoc and the Mid-term Review emphasized the need to strengthen gender mainstreaming, the project's approach remained largely focused on ensuring balanced participation of women and men, which was effectively achieved. However, gender mainstreaming goes beyond numerical parity and requires intentional actions to address structural inequalities and promote empowerment. While implementation largely relied on leveraging existing territorial dynamics rather than systematically fostering transformative conditions for women, there was a notable case of effective empowerment in the Queule pilot, where the project trained women artisans who subsequently organized into an association, strengthened their capacities, accessed additional government support, and established multiple sales outlets nationwide. This demonstrates the project's potential to catalyse meaningful gender outcomes when targeted support was provided. Some progress was also made in reinforcing women's visibility through the communication strategy, which incorporated inclusive language and women's stories following the Mid-term Review.

4.9.4 Environmental and Social Safeguards

148. While the project generated overall positive environmental outcomes for coastal wetland conservation, its Environmental and Social Safeguards (ESS) framework showed some weaknesses in risk identification, mitigation planning, and adaptive management. The Environmental, Social and Economic Screening categorized moderate risks (impact level 3) for biodiversity and natural habitats, as well as for indigenous people; however, mitigation measures were only partially defined. For biodiversity-related risks, no concrete mitigation actions were established, and the screening narrative emphasized expected positive impacts despite the moderate-risk classification, revealing internal inconsistencies in risk analysis.

149. The project engaged indigenous people in the Queule landscape; however, its initial approach did not incorporate a culturally appropriate communication strategy nor apply the principle of Free, Prior and Informed Consent (FPIC), representing a significant shortcoming in safeguard implementation. This omission led to limited recognition of indigenous stakeholders at the outset, miscommunication, and barriers to their effective participation. Although the project subsequently adjusted its approach, reestablished dialogue, and rebuilt trust, resulting in indigenous participants reporting no negative cultural impacts and expressing satisfaction with project benefits, these corrective actions were reactive rather than planned.

150. Safeguard monitoring through PIRs was formalized but proved limited to capture emerging social risks during implementation. Unanticipated negative effects, such as the lack of participation of oyster producers in the Cahuil wetland in project activities. Their activity had already been affected by the deterioration of the wetland, and they perceived that their needs would not be met. As a result, they chose not to engage in the project. This situation emerged at the early stages of implementation but was not reported as a social risk and therefore was not addressed by the project. Consequently, the perspectives of oyster producers were not incorporated into the conservation measures implemented in the Cahuil wetland, including the sandbar protocol developed by the project. This reflects limitations in the project's adaptive risk management. Had this risk been identified and addressed in a timely manner, the project could have explored opportunities to engage oyster producers in the alternative economic activities that it aimed to pilot. Similarly, early gaps in indigenous engagement were only corrected after trust had been affected, reinforcing that safeguard implementation was reactive rather than preventive. Overall, while no lasting social and environmental harm was reported, the project showed weaknesses to proactively manage trade-offs and protect vulnerable stakeholders since project inception.

4.9.5 Country Ownership and Driven-ness

151. The enactment of the Urban Wetlands Law constituted a strong expression of national ownership, providing a clear policy mandate that anchored project implementation and directly enabled the achievement of most outcomes. Importantly, the continuity of government support despite a change in presidential leadership demonstrated institutional commitment beyond political cycles, reducing political risk and ensuring sustained momentum for wetland governance reforms.

4.9.6 Communication and Public Awareness

152. The Communication and Environmental Education Strategy for Integrated Wetland Management proved effective in raising awareness of the importance and value of wetlands, stakeholder engagement, and institutional understanding of wetland conservation across all governance levels. It directly contributed to increased community participation in wetland protection and to more informed decision-making among national, regional, and municipal authorities, reinforcing the project's policy influence. However, the strategy showed limitations to address vulnerable groups, such as women and indigenous people. The sustained availability of communication and learning materials through the Ministry of Environment's public platforms further enhances the long-term dissemination and institutionalization of wetland-related knowledge.

Findings Statements on Factors Affecting Performance and Cross-Cutting Issues*:*

153. Project management and supervision were overall effective in ensuring technical quality and institutional alignment but weakened by limited strategic prioritization and results-focused oversight.

154. Strong country ownership, supported by an enabling legal framework and effective communication and participation mechanisms, significantly facilitated stakeholder engagement, policy influence, and the achievement of project outcomes.

155. The project did not cause violations to human right and achieved partial progress on gender equality, with some empowerment successes but no systematic indigenous people approach. Early gaps in indigenous engagement and the absence of a gender strategy limited the depth and scalability of inclusive outcomes.

156. The project applied environmental and social safeguards with generally positive results, but selective mitigation gaps and limited adaptive monitoring reduced their effectiveness in preventing emerging risks.

Rating for Factors Affecting Performance and Cross-Cutting Issues: *Satisfactory*

Rating for Quality of Project Management and Supervision: Moderately Satisfactory for both the Implementing Agency and the Executing Agency

Rating for Stakeholders Participation and Cooperation: Satisfactory

Rating for Responsiveness to Human Rights and Gender Equality: Moderately Satisfactory

Rating for Environmental and Social Safeguards: Moderately Satisfactory

Rating for Country Ownership and Driven-ness: Satisfactory

Rating for Communication and Public Awareness: Satisfactory

5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

157. Overall, the project performed at the satisfactory level. Its strongest areas included strong alignment with national environmental priorities, which enhanced policy relevance and institutional ownership; effective adaptive management in response to external shocks, particularly the COVID-19 pandemic; and a high level of coordination and communication between the Ministry of Environment, its regional offices, and the Project Management Unit, which supported timely implementation and problem-solving. In addition, the Project Management Unit benefited from experienced and professional staff, and the communication strategy effectively supported knowledge dissemination and stakeholder engagement.

158. By contrast, performance weaknesses were identified in co-financing management and reporting, which limited transparency and prevented a clear assessment of resources mobilized. Moreover, the absence of a systematic strategy to address gender equality and indigenous people constrained the project's inclusiveness and the depth of its social outcomes on vulnerable groups.

159. The project's main achievements included a substantial increase in awareness and visibility of the ecological and socio-economic value of wetlands among community stakeholders and government actors at national, regional, and municipal levels. By generating, systematizing and disseminating technical knowledge through publications, a dedicated website and government platforms, the project strengthened institutional ownership, supported more informed decision-making, and enabled the replication and scaling up of key project products, although some products require adjustments in their design (e.g. Integrated Management Plans). Overall, this contributes to social and institutional sustainability of sound wetland management.

160. The project also made a significant contribution to the implementation of the Urban Wetlands Law and to the development of a national regulatory framework that strengthened wetland protection, management, and governance. While its policy influence was strong at the national level, uptake at the municipal level remained uneven due to structural and capacity constraints. In addition, the pilot landscapes generated practical demonstrations of sustainable wetland use, providing concrete models for replication.

161. Regarding the financial sustainability, a dedicated budget line strengthened it, but limited resources and weak private-sector engagement constrain long-term continuity and scaling. In general terms, the sustainability of the project is rated at the moderately likely level.

162. While no significant or lasting harm was reported, safeguard implementation was in some cases reactive, and some unintended trade-offs, such as effects on oyster producers in Cahuil, were not anticipated.

Responses to Key Strategic Questions

163. The evaluation Terms of Reference included a set of strategic question of interest to UNEP. Regarding Strategic Question 1 on the extent to which knowledge management was integral to project implementation, the evaluation finds that knowledge management was a core driver of project effectiveness, systematically supporting results achievement, capacity strengthening, and policy influence. Through structured generation, dissemination, and institutionalization of technical products, the project ensured both broad access and practical application of knowledge. The replication of key tools, such as wetland delimitation guidelines

used in new urban wetland declarations, demonstrates that knowledge was actively used rather than merely shared, reinforcing sustainability.

164. Regarding strategic question two on the extent to which recommendations from the Mid Term Review were actioned upon and on the extent project implementation incorporated lessons learned from previous interventions, the evaluation finds that most recommendations were effectively implemented, strengthening knowledge management, communication, and municipal capacities and enhancing sustainability. While some recommendations were reasonably excluded due to scope and cost (e.g., valuation of ecosystem services and piloting public–private financing mechanisms), the failure to improve co-financing monitoring represented a significant oversight. The project incorporated lessons from previous initiatives by prioritizing policy influence and capacity development to strengthen sustainability.

165. Regarding strategic question three on the replicability and scalability of project approaches, the evaluation finds strong potential for transfer to similar interventions, with early evidence of uptake already underway. Project methodologies are being applied to declare additional wetlands in Cahuil, and the Clean Production Agreement developed in Mantagua is informing the implementation of the National Protected Areas Service. This demonstrates that project approaches are not only technically sound but institutionally relevant, enhancing their prospects for broader adoption and long-term impact.

166. Regarding strategic question four on the project's contribution to the development and implementation of nature-based solutions, the evaluation finds that, although the ProDoc did not explicitly adopt the nature-based solutions (NbS) framework, the project made a practical contribution to its application. Interventions, such as the sandbar management protocol in the Cahuil wetland, the promotion of green practices within construction and tourism guidelines, and ecosystem restoration activities, reflect NbS principles by favouring ecological processes over grey infrastructure. This demonstrates that the project operationalized NbS in practice.

167. The table below provides a summary of the ratings and finding discussed in Chapter 4. Overall, the project demonstrates a rating of Satisfactory.

Table 25: Summary of project findings and ratings[29]

Criterion	Summary assessment	Rating
Strategic Relevance		**S**
1. Alignment to UNEP MTS, POW and Strategic Priorities	The project was well aligned with and effectively supported UNEP work and strategic priorities	S
2. Alignment to UNEP Donor/GEF/Partner strategic priorities	The project was well aligned with and effectively supported GEF strategic priorities and national, regional and local priorities.	S
3. Relevance to global, regional, sub-regional and national environmental priorities	The project was well aligned with and effectively supported global, regional, subregional, national and local priorities.	S
4. Complementarity with existing interventions/ Coherence	The project's operational complementarity with other interventions was limited despite the ProDoc identified multiple potential synergies reducing the project's potential to leverage additional partnerships.	MS

[29] Most criteria will be rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated, also on a six-point scale, from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU).

Criterion	Summary assessment	Rating
Quality of Project Design	The project design showed strong technical design with weaknesses in results logic, strategic alignment, and sustainability planning.	**MS**
Nature of External Context	The project started in a difficult context, but adaptive management mitigated its effect.	**F**
Effectiveness		**S**
1. Availability of outputs	Although the Results Framework did not include indicators, the output descriptions were useful to determine that project achieved all the expected outputs.	S
2. Achievement of project outcomes	The project demonstrated a solid performance**,** fully achieving and exceeding the targets of three outcomes that were central to the TOC. The remaining three outcomes were partially achieved.	S
3. Likelihood of impact (use 'likely' scale)	The assessment indicates a highly likelihood of achieving the intended impact, as key drivers are consistently in place and the core assumptions of the TOC hold across all transition levels.	L
Financial Management		**MS**
1. Adherence to UNEP's financial policies and procedures	Adherence was partial because although resources were managed in accordance with GEF/UNEP financial requirements, deficiencies in monitoring, verification and reporting on co-financing resulted in partial compliance with the GEF Co-financing Policy.	MS
2. Completeness of project financial information	Financial information was generally adequate and supported; however, insufficient and non-verifiable information on co-financing constrained validation of actual amounts materialized and limited assessment of the project's financial leverage	MS
Efficiency	The project demonstrated a good level of efficiency, as it largely achieved its expected outcomes, exceeding some outcome indicators, while requiring only a single no-cost extension.	**S**
Monitoring and Reporting		**S**
1. Monitoring of project implementation	The project implemented most of the planned monitoring and evaluation activities that supported adaptive management and operational decision-making, with gaps in formal documentation (e.g. inception workshop report) and deficiencies in the Results Framework constrained effective monitoring.	MS
2. Project reporting	The project complied with UNEP/GEF reporting requirements with some limitations in the consideration of vulnerable groups. The absence of a centralized information management system affected the continuity and completeness of project records.	S
Sustainability		**ML**
1. Socio-political sustainability	The effectiveness of the communication strategy and capacity building contributed to social ownership and, consequently, to social sustainability. Likewise, the enactment of the Urban Wetlands Law and its implementation during the project's execution reinforced political sustainability.	L

Criterion	Summary assessment	Rating
2. Financial sustainability	Establishing a specific budget line within the Ministry of Environment, under the Wetlands Management Program, was a key mechanism for financial sustainability; however, the available funding appears insufficient, and the lack of incentives for active private sector participation has limited other sources of additional resources.	ML
3. Institutional sustainability	The project achieved strong institutional sustainability at the national level with the operationalization of the Urban Wetlands Law, although at the local level institutional sustainability is limited due to structural and capacity weaknesses.	ML
Factors Affecting Performance		**S**
1. Quality of project management and supervision		
2.1 UNEP/Implementing Agency:	UNEP provided largely effective financial and technical oversight with weakness in the supervision of co-financing arrangements and risk adaptive management.	MS
2.2 Partners/Executing Agency:	The Ministry of Environment demonstrated strong political commitment and ownership of the project. However, this also caused a progressive expansion of project scope, which contributed to implementation pressures, internal tensions, and a growing focus on administrative resource management rather than results consolidation.	MS
2. Stakeholders' participation and cooperation	The project effectively facilitated multi-level stakeholder participation and cooperation. These mechanisms improved coordination between local actors and the Ministry of Environment. However, private-sector engagement remained limited.	S
3. Responsiveness to human rights and gender equality	No complaints of human rights violations or gender discrimination were reported during the project's implementation. The project successfully ensured balanced participation between men and women. However, the mainstreaming of a gender perspective was limited.	MS
4. Environmental and social safeguards	While the project generated overall positive environmental outcomes for coastal wetland conservation, the Environmental and Social Safeguards checklist showed some inconsistencies. During project implementation deficiencies in the inclusion of indigenous people were also identified.	MS
5. Country ownership and driven-ness	Strong national ownership, anchored in the Urban Wetlands Law, sustained political support and results delivery.	S
6. Communication and public awareness	The project implemented an effective communication strategy that included national, regional and local actors and achieved a significant public awareness.	S
Overall Project Performance Rating	The project demonstrated high effectiveness and efficiency despite a challenging implementation context, supported by strong adaptive management and coordination mechanisms. While some weaknesses were identified in environmental and social safeguards, no lasting harm was observed. However, the project showed significant limitations in the reporting of cofinancing.	**S**

5.2 Lessons Learned

Lesson Learned #1:	The project's strong and deliberate focus on communities and local actors proved to be a key driver of social sustainability, reinforcing ownership, long-term engagement, and the durability of project results.
Context/comment:	Through a targeted communication and environmental education strategy that explicitly prioritized communities, schools, and local organizations, the project fostered broad-based awareness and behavioural change. This grassroots engagement not only strengthened community stewardship of wetlands but also indirectly influenced local and national authorities by generating social demand for improved wetland governance, thereby supporting the sustainability of project achievements.
Cross-reference(s) to relevant paragraphs	133

Lesson Learned #2:	Restoration activities should be initiated early in project implementation to allow sufficient time for consolidation, monitoring, and verification of ecological effectiveness.
Context/comment:	The project launched restoration actions during the final year of implementation, limiting them to small-scale, low-cost demonstrations and leaving insufficient time for systematic monitoring and assessment to ensure their effectiveness.
Cross-reference(s) to relevant paragraphs	Table 17, indicator xiii and paragraph 104 and 109.

Lesson Learned #3:	Results Frameworks should ensure a clear vertical logic and include SMART indicators at all levels, with consistent ambition across outputs and outcomes, to enable effective performance monitoring and results-based management.
Context/comment:	The project showed weaknesses in the Results Framework, such as overlap between outputs and outcomes, the absence of output-level indicators, and uneven target ambition, which limited the ability to track progress beyond activities and constrained strategic performance assessment.
Cross-reference(s) to relevant paragraphs	99, 127

Lesson Learned #4:	Awareness-raising and capacity building (training activities) should be included as outputs instead of outcomes in order to better capture the more strategic results derived from their implementation.
Context/comment:	The project included awareness-raising and capacity building in communities and government actors as outcomes impeding to show more strategic results. While the effects of the capacity building in government actors were showed in other outcomes such as the incidence in policy, other important project results were not visible due to the lack of strategic indicators at the outcome level, for example, the change of practices in local communities and the incorporation of environmental educative plans in local governments, which do not contribute directly to project effectiveness as there are not contemplated in the Results Framework. In addition, the inclusion of governance structures as outcome targets reduced the results-oriented approach.
Cross-reference(s) to relevant paragraphs	99, 127

5.3 Recommendations

Recommendation #1:	Conduct an ex-post estimation of project co-financing through direct consultations with co-financers, using a transparent and documented methodology, to strengthen financial accountability and inform co-financing tracking in future projects.
Challenge/problem to be addressed by the recommendation:	The project's reliance on a pro-rata formula to estimate co-financing limited transparency and prevented verification of actual partner contributions.
Cross-reference(s) to relevant paragraphs	114 - 116 (4.5 Financial Management)
Priority Level:	Critical
Type of Recommendation	Project Level
Responsibility:	UNEP and Ministry of Environment
Proposed implementation time-frame:	6 months

Recommendation #2:	Future projects should anticipate conservation-related trade-offs and support affected stakeholders with sustainable livelihood alternatives.
Challenge/problem to be addressed by the recommendation:	The project contributed to improving wetland management through the development of the Cahuil sandbank protocol. However, interviews indicate that oyster producers, whose livelihoods are affected by the protocol, did not participate in its development. Their initial reluctance to engage with the project, driven by concerns that conservation measures could further affect their activity, was not identified or managed as a social risk. Consequently, no mitigation measures were implemented to facilitate their participation, and their perspectives were not incorporated into the protocol and other conservation measures developed by the project.
Cross-reference(s) to relevant paragraphs	149 (4.9.4 Environmental and Social Safeguards)
Priority Level:	Important
Type of Recommendation	Project level
Responsibility:	UNEP and Ministry of Environment
Proposed implementation time-frame:	Future projects

Recommendation #3:	Clarify institutional leadership, implementation responsibilities, and the intended operational use of Integrated Management Plans, and adjust the plans developed by the project accordingly to ensure their practical applicability and avoid continued investment in planning instruments with limited implementation capacity.
Challenge/problem to be addressed by the recommendation:	The long-term sustainability of the Integrated Management Plans developed by the project remains uncertain due to the absence of a clearly mandated institution responsible for coordinating and overseeing their implementation. Municipalities reported limited capacities and authority to assume this role, particularly as several actions fall under national-level responsibilities. While some municipalities and regional offices of the Ministry of Environment are using the plans as technical references for territorial planning, their operationalization as implementation tools remains weak and fragmented.
Cross-reference(s) to relevant paragraphs	135, 138 and 159
Priority Level:	Important

Type of Recommendation	Partners
Responsibility:	Ministry of Environment
Proposed implementation time-frame:	12 months

Recommendation #4:	Explore, with support from development partners where needed, incentive-based mechanisms to engage the private sector in wetland conservation and sustainable use, including financial, regulatory, and market-oriented instruments, to strengthen long-term sustainability.
Challenge/problem to be addressed by the recommendation:	Private-sector engagement remained limited due to the absence of a strong targeted engagement strategy and concrete incentives to encourage sustained participation. This constrained the sector's potential contribution to long-term financial sustainability of wetland management initiatives.
Cross-reference(s) to relevant paragraphs	80 (4.8.2 Financial Sustainability)
Priority Level:	Important
Type of Recommendation	Partners
Responsibility:	Ministry of Environment
Proposed implementation time-frame:	Between 12 and 24 months.

Recommendation #5:	Move beyond participation-based gender approaches by effectively implementing gender strategies to advance women's empowerment and address structural barriers, while systematizing and scaling the Queule pilot model across future projects and government interventions.
Challenge/problem to be addressed by the recommendation:	Despite achieving balanced participation, the project did not address structural gender inequalities or promote systematic empowerment, and successful approaches, such as the Queule pilot, were not scaled.
Cross-reference(s) to relevant paragraphs	147 (4.9.3 Responsiveness to Human Rights and Gender Equality)
Priority Level:	Important
Type of Recommendation	Partners
Responsibility:	UNEP and Ministry of Environment
Proposed implementation time-frame:	Systematizing the Queule pilot model: 6 months Effectively implementing gender strategies: future projects

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Response to stakeholder comments received but not (fully) accepted by the evaluator(s), where appropriate

Paragraph	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response
112 - 116	With respect to co-financing, it is important to underscore that the Implementing Agency (IA) serves as the fiduciary agent for the donor. While co-financing is a relevant element of project implementation, its reporting and supervision are not directly comparable to the level of accountability and oversight required for GEF resources. In this context, the report appears to place disproportionate and repetitive emphasis on co-financing issues, which risks overstating their significance in relation to overall project performance. A more balanced assessment—aligned with the relative importance of co-financing within the project design—would provide a more accurate reflection of performance.	The evaluation acknowledges that UNEP, as the Implementing Agency, bears primary fiduciary responsibility for the management of GEF resources, and that compliance in this area was adequately achieved. At the same time, according to the Instrument for the Establishment of the Restructured GEF, Implementing Agencies are accountable to the GEF Council for ensuring that GEF-funded projects are implemented in accordance with GEF policies and procedures. This includes compliance with the GEF Co-Financing Policy. In this context, the analysis of co-financing was included as part of the Financial Management (paragraphs 114 – 116), as it is relevant for assessing financial accountability and project leverage, and supports Recommendation 1. The evaluation does not seek to equate co-financing oversight with fiduciary management of GEF funds, but rather to assess compliance with applicable GEF policy requirements. All ratings of the evaluation criteria were determined in accordance with the UNEP Evaluation Criteria Rating Matrix.	The Evaluation Office has reviewed the Evaluator's response and finds that it adequately addresses the comment.
121	Regarding restoration targets, restoration constitutes only one element within broader management plans and represents only one aspect among several indicators under Component 3. It is also intended to be integrated into planning instruments and implemented primarily at a demonstration scale, as acknowledged in the report. The evaluation, however, places undue emphasis on restoration outcomes within Component 3, thereby overstating their relative weight in assessing overall project results. A more proportionate approach would	The evaluation recognizes that restoration represents only one element within broader management plans and was intended to be implemented at a demonstration scale. It is also one of the few indicators targets that were not achieved, which was duly considered in the overall assessment of effectiveness, rated as "Satisfactory." References to restoration in the report are intended not to overemphasize its weight, but to also highlight relevant contributions, including the participation of the private sector and communities, capacity-building efforts such as seminars, and the ownership demonstrated in cases such as Mantagua. In addition, to better reflect the relative weight of indicators	The Evaluation Office has reviewed the Evaluator's response and finds that it adequately addresses the comment.

Paragraph	Stakeholder comment	Evaluator(s) Response	UNEP Evaluation Office Response
	better reflect the design and intended scope of this component.	within Component 3, the example originally included in paragraph 121 to illustrate unmet indicators has been replaced with another indicator that was not fully achieved.	
142, 143,	The project largely achieved its expected outcomes, with some results partially attained and some exceeding their targets, including some in those partially completed. UNEP's quality of supervision has been rated as moderately satisfactory, based primarily on two factors: challenges in co-financing reporting and a shortfall in achieving restoration targets. However, the weighting and treatment of these factors in the evaluation merit further consideration. Finally, it is important to situate project performance within its broader implementation context. The project was delivered during a period of significant social unrest, followed by the global pandemic—conditions that posed substantial operational challenges. Successfully navigating this context required a high degree of technical expertise, sustained guidance, and effective adaptive management. In this light, UNEP stands by its supervision and is proud of its contribution to a project that achieved meaningful results and has been widely regarded by stakeholders as one of the most effective and successful GEF projects in Chile's history.	The evaluation acknowledges UNEP's role in supporting a project that was overall rated as satisfactory, including its contribution to adaptive management in response to the COVID-19 pandemic and a challenging implementation context. In response to this comment, paragraph 142 has been amended to better reflect this contribution, and paragraph 143 has been revised to clarify that limitations in adaptive management primarily relate to trade-offs in the implementation of certain conservation measures. The rating of UNEP's supervision performance was based on a combination of factors, including challenges in co-financing reporting, aspects related to results delivery, and the oversight of environmental and social safeguards. The rating was determined in accordance with the UNEP's Evaluation Criteria Rating Matrix.	The Evaluation Office has reviewed the Evaluator's response and finds that it adequately addresses the comment.

ANNEX II. EVALUATION FRAMEWORK

EVALUATION CRITERIA/TOPIC	QUESTIONS	METHODS	SOURCES OF INFORMATION
Strategic questions			
	In what ways, and to what extent, was knowledge management integral to project implementation?	Semi-structured interviews, desk review and field visits	-ProDoc, PIF. -Communication materials, knowledge management products -Interviews with: project team and communication professionals -PIRs and other progress reports
	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?	Semi-structured interviews, desk review and field visits	-Mid Term Review report, PIRs and other progress reports. -Interviews with: national coordinator, project coordinator and team, and task manager. -Minutes of Project Steering Committee and Technical committee.
	In what ways and to what extent can the approaches used in this project be used / applied to similar projects / interventions?	Semi-structured interviews, desk review and field visits	-Interviews with: national coordinator, project coordinator and team, and task manager, local and national stakeholders. -Products of the project
	In what ways and to what extent has the project contributed to the development and/or implementation of nature-based solutions?	Semi-structured interviews, desk review and field visits	-Products of the project, technical reports of consultancies
A) Strategic relevance			
Key question for strategic relevance: To what extent were the Project objectives relevant and suited to the priorities, policies and strategies of the implementing agencies, donors and target groups?			
Alignment to the UNEP Medium Term Strategy[30] (MTS), Programme of Work (POW) and Strategic Priorities	Was the project in line with UNEP's Medium-Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities and how?	Desk review	-UNEP's Medium-Term Strategy (MTS), Programmes of Work (POWs) and other UNEP's relevant strategic documents -ProDoc -PIRs and other progress reports -Interviews with relevant UNEP staff including task manager

[30] *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*

EVALUATION CRITERIA/TOPIC	QUESTIONS	METHODS	SOURCES OF INFORMATION
Alignment to Donor/GEF/Partner Strategic Priorities	Was the project in line with GEF strategies and focal areas and how?	Desk review	-GEF 6 Focal Area Strategies and other GEF relevant documents -PIRs and other progress reports -Interview with UNEP-GEF focal point
Relevance to Global, Regional, Sub-regional and National Environmental Priorities	Was the project congruent with global, regional, sub-regional and national environmental priorities and how?	Desk review	- National Biodiversity Strategy and Action Plan Strategy and Action Plan for Wetlands - National Recovery Strategy -United Nations Development Assistance Framework (UNDAF) - AICHI targets - PIRs and other progress reports -Minutes of Project Steering Committee and Technical committees. -Interviews with national and local government authorities
Complementarity with Relevant Existing Interventions/Coherence	To what extent is the project building on synergies and complementarities with other relevant existing interventions and avoiding duplication of efforts?	Semi-structured interviews and desk review	-ProDocs and progress/final reports of the following GEF projects: GEF NSBP; GEF ID 4104; GEF ID 2391; GEF ID 5135; GEF ID 5429; GEF ID 4968; GEF ID 4939; GEF ID 10075 -Other international and national interventions related to biodiversity conservation and sustainable land management. -ProDoc, PIRs and other progress reports and minutes of the Project Steering Committee and Technical Committees.
B) Quality of project design			
Key question: To what extent did the project design quality was appropriate considering context, intended results, logical framework, among other aspects?			
Operating context, Project Preparation, Strategic Relevance, Intended Results and Causality, Logical Framework and Monitoring, Governance and Supervision Arrangements, Partnerships, Learning, Communication and Outreach, Financial Planning/Budgeting,	Different aspects are assessed based on the Project Quality Design template (see Annex A)	Semi-structured interviews and desk review	-ProDoc, PIF, PRC report. PIRs and other progress reports, updated Results Framework. -Interviews with project designers, national coordinator, project coordinator and team, task manager and relevant stakeholders and partners.

EVALUATION CRITERIA/TOPIC	QUESTIONS	METHODS	SOURCES OF INFORMATION
Efficiency, Risk identification and Social Safeguards, Sustainability/Replication and Catalytic Effects and Identified Project Design Weaknesses/Gaps			
C) Nature of External Context			
Key question: Has the Project faced an unusually challenging operational environment that negatively affected project performance?			
Aspects related to external operating context	Has the Project faced an unusually challenging operational environment that negatively affected project performance, such as conflicts or security issues, government instability or risks of natural disasters?	Semi-structured interviews and desk review	- PIRs and other progress reports, Results Framework and minutes of the Project Steering Committee and Technical Committees. -Interviews with national coordinator, project coordinator and team, task manager and relevant stakeholders and partners.
D) Effectiveness			
To what extent has the project delivered on its outputs and outcomes in each of its components and on its overall objective considering the reconstructed ToC?			
Availability of Outputs and Achievement of Project Outcomes	- Were outputs, outcomes and milestones delivered as planned? If not, what were the reasons of delay/changes? - To what extent do the outputs contribute to their planned outcomes? - How useful, relevant and appropriate did beneficiaries find the outputs produced by the project?	Semi-structured interviews, desk review and field visits	- ProDoc, revised ToC, PIRs and other progress reports, Results Framework and minutes of the Project Steering Committee and Technical Committees. -Technical products and reports -Interviews with national coordinator, project coordinator and team, task manager and relevant stakeholders and partners. -Direct observation during field mission.
	What is the quality of the outputs/outcomes achieved?	Semi-structured interviews, desk review and field visits	
	To what extent have the outputs/outcomes been owned and used by the users?	Semi-structured interviews, desk review and field visits	
	What factors facilitated or constrained the achievement of outcomes and outputs?	Semi-structured interviews, desk review and field visits	
Likelihood of impact	- To what extent will the outcomes achieved enable the achievement of ToC intermediate states 1 and 2?	Desk review	- ProDoc, ToC, PIRs and other progress reports, Results Framework and minutes of the Project Steering Committee and Technical Committees. -Interviews with national coordinator, project coordinator and team, task manager and other government officials, and relevant stakeholders and partners. -Direct observation during field mission.
	- Have the outputs/activities been replicated so far, or what is the potential for replication/scaling up of the project?	Semi-structured interviews, desk review and field visits	
	-Have the project had any unintended results, positive or negative?	Semi-structured interviews and desk review	
	- Is the project likely to contribute to the long-lasting changes represented by the Sustainable Development Goals, and/or the intermediate-level results reflected in UNEP's MTS, POW and national strategic priorities?	Desk review and semi-structured interviews	

EVALUATION CRITERIA/TOPIC	QUESTIONS	METHODS	SOURCES OF INFORMATION
			-UNEP's Medium-Term Strategy (MTS), Programmes of Work (POWs) and other UNEP's relevant strategic documents
E) Financial Management			
Was the financial management adequate, complete and effective?			
Adherence to UNEP's financial policies and procedures	-Was the Project implemented in compliance with UN financial management standards and procedures?	Desk review and semi-structured interviews	-UN financial management standards and procedures -Financial reports, audit reports and Anubis platform -ProDoc, PIRs and other progress reports -Minutes of the Project Steering Committee and Technical Committees. -Interviews with national coordinator, project coordinator and financial assistant, task manager and other government and UNEP officials, and relevant stakeholders and partners -Direct observation during field mission
Completeness of financial information	- What was the actual expenditure across the life of the Project? Was the projects' key financial information complete?	Desk review	
	- To what extent were the projects' expenditures in line with the corresponding approved budget? - What changes, if any, have been made to the projects' budget and why?	Desk review and semi-structured interviews	
Communication between financial and Project management staff	- To what extent did the quality of communication between project management and financial management staff affect project efficiency?	Desk review and semi-structured interviews	
F) Efficiency			
To what extent the project delivered maximum results from the given resources?			
Cost-effectiveness and timeliness of project execution	-To what extent has the project achieved its results at the lowest possible cost? -Were any cost or time-saving measures put in place to maximize results within the secured budget and agreed project timeframe? - Did the project make use of/build upon pre-existing institutions, agreements and partnerships, data sources, etc. to increase project efficiency? How? - What factors have caused delays (if any) and have affected project execution, costs and effectiveness? How? - Were events leading to completion of activities sequenced efficiently? - What was the role of the project's governance structure and management approach on its efficiency?	Desk review and semi-structured interviews	-ProDoc, PIRs and other progress reports, PoW. -Financial reports, audit reports and Anubis platform -Minutes of the Project Steering Committee and Technical Committees -Interviews with national coordinator, project coordinator and financial assistant, task manager and other government and UNEP officials, and relevant stakeholders and partners
	To what extend were the planned activities carried out according to expected timeframes?	Desk review and semi-structured interviews	
	To what extent could project extensions have been avoided through stronger project management?	Desk review and semi-structured interviews	
G) Monitoring and Reporting			

EVALUATION CRITERIA/TOPIC	QUESTIONS	METHODS	SOURCES OF INFORMATION
What was the quality of the project monitoring and reporting?			
Monitoring of project implementation	-To what extent was the monitoring system operational and facilitated the timely tracking of results and progress towards project objectives? - To what extent was the information, generated by the monitoring system, used to adapt and improve project execution, achievement of outcomes and ensure sustainability? - To what extent were the allocated funds for monitoring actually used to support monitoring?	Desk review and semi-structured interviews	-ProDoc and updated results framework -Monitoring reports and products -Mid-term review report -Monitoring tool (if available) -Interviews with national coordinator, project coordinator and monitoring specialist (if available) and task manager, and relevant stakeholders and partners
	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 provided).	Desk review	
Project reporting	To what extent have UNEP and donor reporting commitments been fulfilled?	Desk review	
H) Sustainability			
What is the likelihood that the project results will be useful or persist after the end of the project?			
Socio-political sustainability	To what extent could social or political factors in the country support the continuation and further development of the benefits derived from project outcomes?	Desk review and semi-structured interviews	-Proposals or initiatives to continue further with project activities -Interviews with high level representatives of the Ministry of Environment and other government partners; representatives of local government and relevant stakeholders; and relevant UNEP officials
Financial sustainability	To what extent are project outcomes dependent on future funding to continue delivering the benefits obtained? What is the likelihood that outcomes that depend on future funding will be able to obtain it?	Desk review and semi-structured interviews	-Proposals or initiatives to continue further with project activities -Interviews with high level representatives of the Department of Environment and other government partners; representatives of local government and relevant stakeholders; and relevant UNEP officials
Institutional sustainability	To what extent are project outcomes dependent on issues relating to institutional frameworks and governance to continue delivering the benefits obtained? To what extent are institutional frameworks, policies, and legal and accountability frameworks in place and robust enough to support the sustainability of project outcomes?	Desk review and semi-structured interviews	-Initiatives/projects that will continue with wetland monitoring and the implementation of the management plan -Draft/approved legislation of policies -Interviews with high level representatives of the Ministry of Environment and other government

EVALUATION CRITERIA/TOPIC	QUESTIONS	METHODS	SOURCES OF INFORMATION
			partners; and relevant stakeholders and UNEP officials -Minutes of the Steering Committee and Technical Committees
I) Factors affecting project performance and cross-cutting issues			
To what extent and how different factors affected project performance and how effectively cross-cutting issues were addressed			
Quality of project management and supervision	To what extent was project management effective?	Desk review and semi-structured interviews	-Interviews with UNEP team, relevant partners and stakeholders -PIRs and other progress reports -Minutes of the Steering Committee and Technical Committees, and minutes of meetings between government and UNEP teams.
	To what extent were the supervision and technical backstopping provided by UNEP to the project effective?	Desk review and semi-structured interviews	-Interviews with government team, relevant partners and stakeholders -PIRs and other progress reports -Reports of task manager field visits -Minutes of meetings between government and UNEP teams -Minutes of the Steering Committee and Technical Committee
Stakeholder participation and cooperation	- Were all important project stakeholders properly identified at project design and duly involved in project implementation? - What consultation and communication mechanisms were put in place to ensure an active stakeholder engagement and ownership? Were these effective? - What was the level of support provided to maximise collaboration and coherence between stakeholders? - What measures were taken to ensure inclusion and participation of all differentiated groups, including gender and vulnerable groups?	Desk review and semi-structured interviews	-ProDoc -PIRs and other progress reports -Interviews with relevant stakeholders -Direct observation during field visits
	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)*	Desk review and semi-structured interviews	
Responsiveness to human rights and gender equality	To what extent the project has applied/adhered the UN Common Understanding on the human rights-based approach (HRBA), the UN Declaration on the Rights of Indigenous People	Desk review and semi-structured interviews	- UN Common Understanding on the human rights-based approach (HRBA), the UN Declaration on the Rights of Indigenous People

EVALUATION CRITERIA/TOPIC	QUESTIONS	METHODS	SOURCES OF INFORMATION
	and UNEP's Policy and Strategy for Gender Equality and the Environment?		and UNEP's Policy and Strategy for Gender Equality and the Environment -ProDoc and Results Framework -PIRs and other progress reports -Interviews with national coordinator, project coordinator and team, task manager and vulnerable groups (women, youth).
	To what extent did project implementation and monitoring take into consideration: * Possible inequalities (especially gender-related) * Specific vulnerabilities of disadvantaged groups (especially women, youth, children) to environmental degradation or disasters * The role of disadvantaged groups (especially gender-related) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation	Desk review and semi-structured interviews	-Interviews with women who participated in the project as executors, implementers or beneficiaries. -PIRs and other progress reports -Monitoring tool (if available)
	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)	Desk review and semi-structured interviews	
Environmental and social safeguards	To what extent were environmental and social safeguards taking into account during project implementation?	Desk review and semi-structured interviews	-ProDoc -Safeguards plan -PIRs and other progress reports -Minutes of the Steering Committee and Technical Committee -Interviews with national coordinator, project coordinator and team, task manager and relevant stakeholders and partners -Direct observation during field mission
	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)*	Desk review and semi-structured interviews	
Country ownership and drivenness	- To what extent was the government / public sector qualitatively involved with the project? (in respect to the need to embed the outputs and outcomes of project work in their respective institutions) - How did this contribute to embed changes in their respective institutions and offices? - To what extent do these representatives/agencies consider the needs or interest of all gendered and marginalized groups?	Desk review and semi-structured interviews	-ProDoc, Results Framework -PIRs and other progress reports -Minutes of the Steering Committee and Technical Committees

EVALUATION CRITERIA/TOPIC	QUESTIONS	METHODS	SOURCES OF INFORMATION
Communication and public awareness	-How effective were the communication of learning and sharing of experiences among project partners and stakeholders, and public awareness activities? Which public awareness activities were undertaken during Project implementation? - To what extent did they influence attitudes or shape behavior among wider communities and civil society at large? How? To what extent were existing communication channels and networks used effectively, including meeting the differentiated needs of gendered or marginalized groups?	Desk review and semi-structured interviews	-ProDoc -PIRs and other progress reports -Communication strategy (if available) -Communication products -Interviews with participants in awareness-raising activities, project coordinator and team and task manager.
	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)*	Desk review and semi-structured interviews	

ANNEX III. STAKEHOLDERS CONSULTED DURING THE EVALUATION

	Institution	Position and role	Gender
1	SEREMI MA Coquimbo	SEREMI	M
2	SEREMI MA Coquimbo	Encargada Regional para el Proyecto -	F
3	SEREMI MA Valparaíso	SEREMI	M
4	SEREMI MA Valparaíso	Encargado Regional para el Proyecto - Profesional SEREMI del Medio Ambiente región de Valparaíso	M
5	SEREMI O'Higgins	Encargado Regional para el proyecto Cahuil	F
6	MMA	Coordinadora Local Piloto Queule	F
7	MMA	Coordinadora Local Piloto Mantagua	F
8	MMA	Coordinadora Local Piloto Rocuant Andalien	F
9	SEREMI MA Araucania	Encargada Regional para el Proyecto MMA	F
10	MMA	Seremi MA Biobío	M
11	MMA	Coordinadora Local Piloto Elqui	F
12	MMA	Director de Proyecto	M
13	MMA	Coordinar Técnico Operacional MMA para el Proyecto	M
14	MMA	Ex Coordinadora Nacional	F
15	MMA	Asistente Administrativo	M
16	MMA	Profesional Departamento Educación Ambiental	F
17	MMA	Profesional Departamento Políticas Sistemas Informáticos	M
18	MMA	Jefe de División de Recursos Naturales y Biodiversidad	F
19	Fundación Sendero de Chile	Director	M
20	Fundación Sendero de Chile	Contador	M
21	Fundación Sendero de Chile	Asistente Administrativo Anubis	F
22	Fundación Sendero de Chile	Reunión inicio formal de la misión de evaluación	F
23	Ministerio de Obras Públicas (SEMAT MOP)	Secretaría Ejecutiva de Medio Ambiente del	F
24	Ministerio de Vivienda y Urbanismo (MINVU)	Departamento General de Aguas (DGA) de MOP	M
25	Ministerio de Vivienda y Urbanismo (MINVU)	Encargada del equipo de parques urbanos, punto focal.	F
26	Ministerio de Vivienda y Urbanismo (MINVU)	Analista de parques urbanos	F
27	Directemar (Armada de Chile)	División de Recursos Naturales y Biodiversidad	M
28	MMA	Encargado Regional para el Proyecto - Profesional de Rocuant Andalien	M
29	Ministerio de Obras Públicas	Dirección de Obras Portuarias (DOP) de MOP	F
30	Pontificia Universidad de Chile - PUC	Investigadora del Instituto estudios urbanos y territoriales	F
31	Estudiante	Ex Coordinadora Técnico Operacional MMA para el Proyecto	F
32	Pauta Creativa	Directora	F
33	Pauta Creativa	Periodista	F
34	Fundación Cosmos	Socio estrategico infraestrcutura ecologica Rocuant.	M
35	Michael Succow Foundation (MHS)	Speaker and organizer of a seminar	M
36	Municipalidad de Quintero	Profesional de SECPLAN	F

	Institution	Position and role	Gender
37	SEREMI del Medio Ambiente región de Valparaíso	Ex Coordinadora Local y actual profesional de la Seremi MMA - siguió apoyando al proyecto	F
38	Corporación Cultural Amereida	Sector privado-trabajo de restauración	F
39	NGEN Ambiental	Director	M
40	CONAF	Exfuncionaria	F
41	Agencia de Sustentabilidad y Cambio Climático	Coordinadora Regional de Acuerdos de Producción Limpia	F
42	Altoverde	Directora	F
43	Jefa UTP Escuela Puralaco	Docente	F
44	Comunidad Indigena	Presidente Com Ind Basilio Alcapan	M
45	Director Liceo MKP	Director	M
46	Director Liceo MKP	Docente	F
47	Docente Liceo MKP	Docente	F
48	Turismo-Artesana	Presidenta Manos de Toltén	F
49	Miembro de la comunidad	Empresario, pescador, Reconvertido al aviturismo	M
50	INDAP	Encargada Territorial	F
51	Cooperativa Manos de Toltén	Tesorera	F
52	Municipalidad	ALCALDE	M
53	Muncipalidad	SECPLA	
54	Centro Neotropical de Entrenamiento en Humedales (CNEH)	Presidente	M
55	AG Pescadores Caleta San Pedro	AG Pescadores Caleta San Pedro	M
56	SEREMI Obras Públicas Coquimbo	Profesional Jefe de Unidad Gestion Ambiental y Territorial	M
57	DGA Coquimbo	Profesional Analista de Medio Ambiente	F
58	FIC Humedales Costeros	Coordinadora e investigadora CEAZA	F
59	DOM I. Municipalidad de La Serena	Jefe Sección Inspección Técnica Direccion de Obras Municipales	M
60	DOM I. Municipalidad de La Serena	Profesional Direccion de Obras Municipales	M
61	Unidad de Medio Ambiente y Patrimonio I. Municipalidad de La Serena	Encargada Unidad de Medio Ambiente y Patrimonio	F
62	Unidad de Medio Ambiente y Patrimonio I. Municipalidad de La Serena	Profesional Unidad de Medio Ambiente y Patrimonio	F
63	Unidad de Medio Ambiente y Patrimonio I. Municipalidad de La Serena	Profesional	F
64	Sitio de restauración Las Compañias	Miembro de ECOTERRA	M
65	Universidad Austral de Chile	Investigadora	F
66	Depto. Turismo I. Municipalidad de La Serena	Encargado Depto. Turismo	M
67	Seremi del Medio Ambiente Coquimbo	Profesional RRNN y BD, encargado de humedales y EAE Seremi del Medio Ambiente Coquimbo	M
68	MMA	Coordinador Local Piloto Cahuil	M
69	ARMADA -Queule	Alcalde de mar	M
70	Technical Leader	UNEP	M
71	Financial Assistant	UNEP	F

ANNEX IV. DOCUMENTS CONSULTED

Project planning and reporting documents

1) Project Identification Form
2) Project Review Committee report
3) Annual work plans
4) Project Document
5) Project Cooperation Agreement (PCA) and its associated amendment
6) Annual GEF Project Implementation Review (PIR) reports and other progress reports
7) Financial and audit reports, budget revisions and certified financial statements
8) UNEP supervision visit reports
9) Minutes of Project Steering Committee
10) Mid-term Review Report
11) Communication, awareness-raising and knowledge management products/materials
12) Project deliverables (technical reports and products)
13) Relevant government plans and strategies and legal documents such as:
    - Government of La Serena. 2020. Local Ordinance. Update of the La Serena Communal Regulatory Plan.
    - Ministry of the Interior and Public Security. 2023. Law 21.597 that modifies and extends the validity of Law No. 18,450, which approves rules for the promotion of private investment in irrigation and drainage works. Ministry of Public Work. 2021. Statement from the Director of Public Works.
    - Ministry of Environment. 2020. Decree 15. Regulation of the Law 21.202.
    - Ministry of Environment. 2020. Law 21.202. Amends various legal bodies with the aim of protecting urban wetlands. https://www.bcn.cl/leychile/navegar?idNorma=1141461
14) UN Strategic and policy documents including but not limited to:
    - UNEP PoW;
    - UNEP MTS;
    - UN Common Understanding on the Human Rights Based Approach (HRBA);
    - UN Declaration on the Rights of Indigenous People; and
    - UNEP's Policy and Strategy for Gender Equality and the Environment

ANNEX V. EVALUATION ITINERARY

Date	Time	Position	Institution	Location
Virtual Interviews				
12-sep	9:00 - 10:30	SEREMI	SEREMI MA Coquimbo	Virtual
		Encargada Regional para el Proyecto -	SEREMI MA Coquimbo	Virtual
	10:30-11:15	SEREMI	SEREMI MA Valparaíso	Virtual
		Encargado Regional para el Proyecto -Profesional SEREMI del Medio Ambiente región de Valparaíso	SEREMI MA Valparaíso	Virtual
	13:00 - 14:00	Encargado Regional para el proyecto Cahuil	Seremi	Virtual
	16:00-17:00	Coordinadora Local Piloto Queule	MMA	Virtual
15-sep	11:30-12:30	Coordinadora Local Piloto Mantagua	MMA	Virtual
	16:00-17:00	Coordinadora Local Piloto Rocuant Andalien	MMA	Virtual
16-sep	10:00 - 11:00	Encargada Regional para el Proyecto MMA	SEREMI MA Araucania	Virtual
16-sep	11:00 - 12:00	Seremi MA Biobío	MMA	Virtual
16-sep	13:00 - 14:00	Coordinadora Local Piloto Elqui	MMA	Virtual
Face to face Interviews				
22 September - 3 October 2025				
22 september	9:30 -10:00	Director de Proyecto	MMA	Sala No. 2 piso 8 (ala oriente) Oficinas del Ministerio de Medio Ambiente
	10:00 - 11:00	Coordinar Técnico Operacional MMA para el Proyecto		
	11:00 - 12:00	Ex Coordinadora Nacional		
	12:00 - 13:00	Almuerzo		
	13:00 - 14:00	Asistente Administrativo		Virtual
	14:00 - 15:00	Profesional Departamento Educación Ambiental		Sala No. 2 piso 8 (ala oriente) Oficinas del Ministerio de Medio Ambiente
	15:00 - 16:00	Profesional Departamento Políticas Sistemas Informáticos		
	16:00-16:30	Jefe de División de Recursos Naturales y Biodiversidad		Dependencias Ministerio del Medio Ambiente San Martín 73, 7 piso poniente Stgo. Centro
23-sep	9:00 - 10:00	Director	Fundación Sendero de Chile	Virtual
		Contador		Virtual
		Contador		Virtual
		Asistente Administrativo Anubis		Virtual
	10:00 - 11:00	Reunión inicio formal de la misión de evaluación	MMA	MMA
	11:00 - 12:00	Almuerzo		
	12:00 - 13:00	Secretaría Ejecutiva de Medio Ambiente del Ministerio de Obras Públicas (SEMAT MOP)		Virtual

Date	Time	Position	Institution	Location
	13:00 - 14:00	Departamento General de Aguas (DGA) de MOP		Virtual
	14:00 - 15:00	Encargada del equipo de parques urbanos, punto focal.	Ministerio de Vivienda y Urbanismo (MINVU)	Oficinas del Ministerio de Medio Ambiente
		Analista de parques urbanos	Ministerio de Vivienda y Urbanismo (MINVU)	
	15:00 - 16:00	Directemar (Armada de Chile)		Virtual
24-sep	9:00 - 10:00	Encargado Regional para el Proyecto - Profesional de Rocuant Andalien	División de Recursos Naturales y Biodiversidad	Virtual
	10:00 - 11:00	Dirección de Obras Portuarias (DOP) de MOP		Virtual
	11:00 - 12:00	Instituto estudios urbanos y territoriales (Pontificia Universidad de Chile -PUC)	infraestructura ecológica Rocuant, Audubon vínculo	Virtual
	12:00 - 13:00	Ex Coordinadora Técnico Operacional MMA para el Proyecto		Virtual
	13:00 - 14:00	Almuerzo		
25-sep	9:00 - 10:00	Directora	Pauta Creativa	Virtual
		Periodista		
	10:00 - 11:00	Cosmos	Socio estrategico infraestrcutura ecologica Rocuant.	Virtual
	11:00 - 11:30	Michael Succow Foundation (MHS)		Virtual
	11:30	Salida de Santiago y llegada a Valparaiso (almuerzo en camino)		
	14:30 - 15:30	Profesional de SECPLAN	Municipalidad de Quintero	Viña del Mar
	15:30 - 17:00	Traslado Quintero-Viña del Mar		
	17:00 - 17:30	Encargado Regional para el Proyecto	SEREMI del Medio Ambiente región de Valparaíso	Seremi
	17:30 - 18:00	Ex Coordinadora Local y actual profesional de la Seremi MMA - siguió apoyando al proyecto	SEREMI del Medio Ambiente región de Valparaíso	Seremi
26-sep	9:00 - 11:00	Visita 5 núcleos de restauración y vivero especies nativas		Valparaiso
		Sector privado-trabajo de restauración	Corporación Cultural Amereida	Sitios de restauración, Valparaiso
		Director	NGEN Ambiental	Sitios de restauración, Valparaiso
		Exfuncionaria	CONAF	Valparaiso
	11:00 - 12:00	Traslado Mantagua-Viña del Mar		
	12:00 - 13:00	Coordinadora Regional de Acuerdos de Producción Limpia		Viña del Mar

Date	Time	Position	Institution	Location
	13:00 - 14:00	Almuerzo		
	16:00-17:00	Directora	Altoverde	Viña del Mar
	17:00	Regreso a Santiago por carretera		
28-sep		Salida de Santiago por avión y llegada a Temuco, despúes vía terrestre a Queule		
29-sep	8:30-9:00	Saludo a SEREMI	SEREMI	Temuco
		Traslado a Queule por coche		
	11.30	Docente	Jefa UTP escuela Puralaco	Entrevista en sitio de restauración, Queule
	13:30-14:30	Almuerzo		
	15:30-16:30	Presidente Com Ind Basilio Alcapan	Comunidad Indigena	Queule
	17:00 - 18:15	Director	Director Liceo MKP	Queule
		Docente	Director Liceo MKP	Queule
		Docente	Docente Liceo MKP	Queule
	18:30 - 19:00	Visita al Mirador Proyecto México-Chile		Queule
	19:30-20:30	Presidenta Manos de Toltén	Turismo-Artesana	Queule
		Pernocta en Queule		Queule
30-sep	8:00 - 8:45	Empresario, pescador, Reconvertido al aviturismo		Queule
	9:00 - 10:00	Encargada Territorial	INDAP	Queule
	10:00 - 11:00	Tesorera	Cooperativa Manos de Toltén	Queule
	11:00 - 12:00	ALCALDE	Municipalidad	Queule
		SECPLA	Muncipalidad	Queule
	14:00	Regreso a Santiago por avión		
01-oct	8:00	Salida de Santiago por avión y llegada a Coquimbo		
	12:00 - 13:30	Presidente	Centro Neotropical de Entrenamiento en Humedales (CNEH)	Sitios de restauración Coquimbo
	13:30-15:00	Almuerzo		Caleta San Pedro, Coquimbo
	15:00 - 16:00	AG Pescadores Caleta San Pedro	AG Pescadores Caleta San Pedro	Caleta San Pedro, Coquimbo
	17:00 - 18:00	Profesional Jefe de Unidad Gestion Ambiental y Territorial	SEREMI Obras Públicas Coquimbo	Virtual
		Profesional Analista de Medio Ambiente	DGA Coquimbo	Virtual
	18:30 - 19:00	Coordinadora e investigadora CEAZA	FIC Humedales Costeros	Virtual
		Pernocta en Coquimbo		Coquimbo
02-oct	8:30-9:15	Jefe Sección Inspección Técnica Direccion de Obras Municipales	DOM I. Municipalidad de La Serena	Coquimbo

Date	**Time**	**Position**	**Institution**	**Location**
		Profesional Direccion de Obras Municipales	DOM I. Municipalidad de La Serena	
	9:30 -10:30	Encargada Unidad de Medio Ambiente y Patrimonio	Unidad de Medio Ambiente y Patrimonio I. Municipalidad de La Serena	Coquimbo
		Profesional Unidad de Medio Ambiente y Patrimonio		
		Profesional		
	12:00 - 13:00	Miembro de ECOTERRA	Sitio de restauración Las Compañias	Las Compañias, Coquimbo
	14:00	Regreso a Santiago por avión		
03-oct	10:00 - 11:00	Debriefing preliminary findings	MMA	Santiago
Virtual Interviews				
13-oct	15:30-16:30	Investigadora	Universidad Austral de Chile	Virtual
14-oct	9:30 -10:30	Encargado Depto. Turismo	Depto. Turismo I. Municipalidad de La Serena	Virtual
14-oct	10:30-11:35	Profesional RRNN y BD, encargado de humedales y EAE Seremi del Medio Ambiente Coquimbo	Seremi del Medio Ambiente Coquimbo	Virtual
15-oct	14:30 - 15:30	Coordinador Local Piloto Cahuil	MMA	Virtual
24-oct	14:30 - 15:30	Alcalde de mar	ARMADA -Queule	Virtual

ANNEX VI. ENVIRONMENTAL AND SOCIAL SAFEGUARDS ASSESSMENT

ESS PLANNING AT PROJECT DESIGN	
List any ESS issues identified at project design (e.g. SS 1.7, SS 2.3, etc.)[31]	The project's Environmental, Social and Economic screening identified moderate impact (impact of risk: 3) related to biodiversity, natural habitat and sustainable management of living resources, as well as Indigenous Peoples safeguards.
For any ESS issues identified at project design, were mitigation strategies developed (Y/N)? (If yes, briefly describe)	Mitigation measures were not systematically defined for all risks related to safeguards. Although the project proposed to address the risk to indigenous peoples through participatory planning and implementation, the biodiversity safeguard lacked mitigation measures. On the contrary, the analysis of safeguards mentioned the expected positive impacts, despite having been classified as a moderate risk (level 3), suggesting an internal inconsistency in the risk classification.
Were any gaps in ESS issues identified at the evaluation inception phase (Y/N)? (If yes, briefly describe)	No

ESS MONITORING AT PROJECT IMPLEMENTATION	
Is there evidence that the potential emergence of ESS issues was actively monitored during project implementation (Y/N)? [32] (If yes, briefly describe)	While the ESS were formally monitored through the PIRs, this mechanism proved only partially effective, as emerging safeguard issues during implementation were not identified or reported, indicating gaps in adaptive risk monitoring and management.
Is there a justification for the absence of ESS monitoring (Y/N)? (If yes, briefly describe[33])	N/A

MANAGEMENT RESPONSIVENESS DURING PROJECT IMPLEMENTATION	
Identify the ESS issues/events triggered [34] **by the project.**[35]	The project contributed to improved wetland management through the development of the Cahuil sandbar protocol; however, evidence from interviews indicates that oyster producers did not participate in protocol development, which has an effect on their activity due to their reluctance to participate in the project perceiving that the project could affect more their activity. The project did not identify this reluctance as a social risk and no mitigation measures were implemented to promote oyster producer participation. In this sense, trade-offs that were not fully anticipated or mitigated.

[31] Select from the list of Environmental and Social Safeguards Risks in Table 1 of the template (tool 14, Safeguards Assessment Template).
[32] **Low risk:** Negative impacts minimal or negligible: no further study or impact management required.
Moderate risk: Potential negative impacts, but limited in scale, not unprecedented or irreversible and generally limited to programme/project area; impacts amenable to management using standard mitigation measures; limited environmental or social analysis may be required to develop an Environmental and Social Management Plan (ESMP). Straightforward application of good practice may be sufficient without additional study.
High risk: Potential for significant negative impacts (e.g. irreversible, unprecedented, cumulative, significant stakeholder concerns); Environmental and Social Impact Assessment (ESIA) (or Strategic Environmental and Social Assessment (SESA)) including a full impact assessment may be required, followed by an effective comprehensive safeguard management plan.
[33] For instance, during COVID, access to the field may have been restricted
[34] 'Triggered' refers to environmental or social issues/events that are caused or exacerbated—directly or indirectly—as a result of the project's activities, interventions, or presence.
[35] Select from the list of Environmental and Social Safeguards Risks in Table 1 of the template (tool 14, Safeguards Assessment Template).

Describe consequences of ESS issues/events during project implementation.	There was a dropout of participants in the project.
Describe the management response and identify supporting documentation. [36, 37]	No management response was identified.
Were negative ESS effects offset by management response (Y/N)? (If yes, briefly describe)	N/A

[36] For most low-moderate risk projects, good practice approach may be sufficient. Project should demonstrate safeguard management approach in the project activities, budget, risks management, stakeholder engagement or/and monitoring segments of the project document to avoid or minimize the identified potential risks without preparing a separate safeguard management plan.
[37] E.g., GEF Project Implementation Report (PIR), Progress Report, Minutes, etc.

ANNEX VII. BRIEF CV OF THE EVALUATOR

Name	Teresita Romero-Torres
Profession	Independent Evaluator
Nationality	Mexican
Country experience	• Africa: Equatorial Guinea • America: Guatemala, El Salvador, Bolivia, Colombia, Venezuela, Ecuador, Chile, Argentina, Uruguay and the Caribbean Region • Asia: China
Education	• Imperial College London, United Kingdom PhD on Environmental Sciences • National Autonomous University of Mexico Master´s degree in Environmental Engineering with honors • National Autonomous University of Mexico Biology with honors • Diploma in Public Policy and Evaluation Clear–Regional Centers for Learning on Evaluation and Results and the National Council of Social Development Policy Evaluation (CONEVAL)

Short Biography

Dr. Romero-Torres is an expert in the evaluation of environmental and climate change policies and projects, with more than 10 years of experience in this field. As a public official, she contributed to the establishment of Mexico's Climate Policy Monitoring & Evaluation System. She also participated in the evaluation of strategic instruments of Mexico's climate policy. As an independent evaluator, she has participated in the thematic evaluation of the Food and Agriculture Organization of the United Nations (FAO) work in support to SDG 14 Life Below Water, and in the evaluations of the FAO's Country Program in Mexico and Colombia, and UNIDO's Country Program in China. She has also conducted 26 evaluations of projects related to sustainable use of natural resources, climate change and chemicals management, for FAO, UNDP, UNEP and UNIDO, among others.

Key specialties and capabilities cover:

- Evaluation of environmental and climate change policies and projects

Selected assignments and experiences

- International evaluator of the ***FAO's Country Program in Colombia***. Consultancy hired by FAO. November 2024-May 2025.
- Member of the evaluation team for the evaluation of the ***United Nations Industrial Development Organization (UNIDO) Country Program in China***. Consultancy hired by UNIDO. May-September 2024.
- National consultant for the development of the ***Country Case Studies in Mexico and Trinidad and Tobago*** as part of the Evaluation of FAO's support to Life Below Water (SDG 14). Consultancy hired by FAO. June-October 2022.
- International evaluator of the final evaluation of the project ***Evaluation of fishery resources in Equatorial Guinea*** (UTF/EQG/005/EQG). Consultancy hired by FAO. 5 August- 10 December 2021.
- National evaluator**. Country Program Evaluation of FAO in Mexico** (climate change area). Consultancy hired by FAO. September 2018-January 2019.
- **Public official** at the **National Institute of Ecology and Climate Change of Mexico** as Director of Evaluation Planning and Management from October 2013 to January 2017.

ANNEX VIII. GEF PORTAL INPUTS

The following table contains text to be uploaded to the GEF Portal. **It will be drawn from the Evaluation Report, either as copied or summarised text.** In each case, references should be provided for the paragraphs and pages of the report from which the responses have been copied or summarised.

Table X: GEF portal inputs

Question: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7[38], these indicators will be identified retrospectively and comments on performance provided).

Response:

Core Indicators at CEO Endorsement	Targets	Actual / Achievement
Area of **land restored** (Hectares)	21,000 ha	*Partially achieved.* The restoration carried out by the project was mainly demonstrative, covering approximately 82.42 hectares. The total restoration area identified in the Action Plans covers 4,100 ha according to project reports.
Area of **landscapes under improved practices** (excluding protected areas)(Hectares)	290,000 ha	*Partially achieved.* The project developed five integrated management plans, one for each pilot wetland, as 10-year roadmaps, and also implemented some activities. These plans cover 304,139 hectares. However, these plans are not currently being implemented by competent authorities.
Number of **direct beneficiaries disaggregated by gender** as co-benefit of GEF investment	120 (50% are women)	*Achieved.* The project reported 1,014 direct beneficiaries of the GEF investment: 648 women (64%), 358 men (35%), and 8 people who did not indicate their gender (1%). Among them, 625 women (63%) and 352 men (36%) benefited from capacity-building activities, and 23 women and 6 men benefited from activities aimed at diversifying their livelihoods in the Queule pilot.

Question: 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)*

Response:

Multi-level stakeholder engagement has been effective since the start of the project, facilitating participation and cooperation during project implementation and promoting ownership and policy influence. Even though, engagement was strengthened by addressing MTR recommendations, reinforcing municipal capacities and knowledge management to promote the sustainability of achievements.

Question: 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)*

Response:

The project's primary gender-responsive measure consisted of promoting balanced participation of women and men through open calls and inclusive communication materials, ensuring equitable access to project activities. In addition, a targeted empowerment initiative was implemented in the

[38] The GEF is currently operating under the seventh replenishment period of the GEF Trust Fund covering the period July 1, 2018 to June 30, 2022. The GEF Portal Reporting Guide for FY20 Reporting Process indicates that GEF-6 projects that have yet to map existing indicators to GEF-7 Core Indicators need to do so at MTR stage or (if already there) at the time of the TE. .(i.e. not GEF projects approved before GEF-6)

Queule pilot, where a group of women artisans strengthened their capacities and economic organization. However, beyond this case, gender-responsive actions were not systematically integrated across all pilot landscapes, limiting their scope and transformative potential.
Question: 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)*
Response: Although no formal Safeguards Plan was developed at CEO approval, risks identified in the Environmental and Social Safeguards Checklist were generally addressed, with corrective measures effectively resolving early gaps in Indigenous Peoples engagement. However, an unanticipated impact in the Cahuil pilot affecting oyster producers was not captured through safeguard monitoring, revealing limitations in proactive risk management. Low risk rating in the latest PIR is justified, with some adaptive management weaknesses.
Question: 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)*
Response: The project did not include a specific knowledge Management Approach; however, knowledge management was a core driver of project effectiveness, systematically supporting results achievement, capacity strengthening, and policy influence. Through structured generation, dissemination, and institutionalization of technical products, the project ensured both broad access and practical application of knowledge. The replication of key tools, such as wetland delimitation guidelines used in new urban wetland declarations, demonstrates that knowledge was actively used rather than merely shared, reinforcing sustainability.
Question: What are the main findings of the evaluation:
Response: The project significantly increased awareness of wetland value and strengthened institutional ownership through knowledge generation and dissemination, supporting informed decision-making and replication of key products. It also contributed substantially to the implementation of the Urban Wetlands Law and the national regulatory framework, while demonstrating sustainable wetland use in pilot landscapes, though municipal uptake remained uneven and some tools require further refinement.

ANNEX IX. QUALITY ASSESSMENT OF THE EVALUATION REPORT

Evaluand Title: 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)" (2019-2025)

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. This is an assessment of the quality of the evaluation product (i.e. evaluation report) and is dependent on more than just the consultant's efforts and skills.

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
Section A: Executive Summary	Assessment	
1. Does the ***Executive Summary*** act as a concise, accurate standalone section, especially to inform decision-making? Consider how clearly and concisely the report presents: • a clear summary of the evaluation object • evaluation objectives, scope and methodology • the overall project evaluation rating • a summary of main evaluation findings, including key features of performance (strengths and weaknesses) • summary responses to key strategic evaluation questions • summary of main conclusions, lessons learned and recommendations	Coverage/omissions: The executive summary includes all the expected sections. Strengths/weaknesses: The executive summary presents a concise summary of the evaluation report and includes a concise description of the evaluand, evaluation objectives, scope, a summary of the findings, recommendations, lessons learned and the overall rating.	6
Section B: The Project	Assessment	
2. Does the report clearly describe the ***key parameters, scale and complexity of the evaluand***? Consider how well the report presents: • an overview of the main issue that the project is trying to address • timeline, including dates of project approval, duration and number of phases (where appropriate) • geographic coverage (regions/countries) • total secured budget and project financing, including a table with funding sources • implementing and funding partners • institutional context (i.e. UNEP sub-programme, Division, Branch etc) • implementation structure with diagram • UNEP results frameworks to which it contributes (e.g. PoW Direct Outcome) • summary of results framework as stated in the ProDoc (or as officially revised) • stakeholder groups organised according to relevant common characteristics • whether the project has been evaluated in the past (e.g. mid-term, by an external agency, etc.) • substantive or significant changes in design during implementation	Coverage/omissions: All elements adequately addressed. Strengths/weaknesses: The report presents a comprehensive description of the key dimensions of the evaluand as expected.	6
Section C: Evaluation Methods and Theory of Change	Assessment	

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
3. Does the report present a clear, comprehensive and adequate description of the ***evaluation methodology***? Consider how well it presents the following elements, and their adequacy based on the scope of the evaluation: • statement of the purpose of the evaluation and the key intended audience for the evaluation findings • data collection methods and information sources • justification for methods used (e.g. electronic/face-to-face interviews, qualitative/quantitative analysis) • criteria and sampling strategies used to select stakeholders for consultations, and for sites/countries visited • number and types of respondents *(including in a table broken down by gender)* • strategies used to increase stakeholder engagement and response rate • methods used to include the voices/experiences of different and potentially excluded groups (e.g. women, marginalised) • data verification methods (e.g. triangulation) • data analysis methods (e.g. scoring, thematic analysis) • evaluation limitations and mitigation measures (e.g. how these were addressed by the evaluator) • consideration for ethics and human rights issues, including how anonymity and confidentiality were protected	Coverage/omissions: The evaluation methods section presents a detailed description of the evaluation process. All expected elements are included. Strengths/weaknesses: The evaluation methods section passes the reproducibility test. It explains in sufficient detail how the evaluation was conducted while highlighting challenges encountered and mitigation measures.	6
4. Does the report describe an assessment and reformulation of the ***Theory of Change***, and present an adequate articulation of the TOC causal pathways that were used to assess project performance (*narratively and diagrammatically)?* Consider how well the report presents: • whether the project design included a TOC • how the *TOC at Evaluation*[39] was designed (e.g. who was involved, etc) • confirmation/reconstruction of results in accordance with UNEP definitions (*including reformulation table, which may have initially been presented in the Inception Report and should appear in the Main Evaluation report.)* • articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process	Coverage/omissions: All expected sections are included in the section on the project theory of change. Strengths/weaknesses: This section of the report presents a reconstructed theory of change (TOC at evaluation) in both diagrammatic and text form. The section also presents reconstruction of results in the prescribed format while providing justification for the reconstruction. The ToC also articulates the causal pathways and identifies the key assumptions, drivers and actors involved in the change process.	6
Section D: Evidence and Analysis	Assessment	
5. Is the report based on ***sufficient and adequate data*** and ***clear and credible evidence***? Consider how well the report presents: • sufficient evidence that is consistent throughout the report • evidence that is supported by data sources (e.g. quotes, reports, etc)	Strengths/weaknesses: The report provides sufficient evidence to support findings. Evidence has sufficiently been triangulated and gaps in evidence sufficiently explained.	6

[39] During the Inception Phase of the evaluation process a *TOC at Evaluation Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the evaluation process this TOC is revised based on changes made during project intervention and becomes the *TOC at Evaluation*.

Report Quality Criteria	**UNEP Evaluation Office Comments**	**Final Report Rating**
• evidence that is explicitly triangulated, unless noted as having a single source • gaps in data are explained and justified • data sources that are reliable, adequate, sufficient for the scope of the evaluation		
6. Does the report include ***rigorous analysis*** and ***logical findings***? Consider the extent to which the findings are: • supported by clear analysis that is consistent with the evidence presented • logical, clear and coherent • aligned with UNEP's Criteria Ratings Matrix • aligned with the evaluation framework • more than descriptions and provide insights into 'how' and/or 'why' the project performed a certain way • balanced, presenting both successes and weaknesses	Strengths/weaknesses: The presents clear, coherent and logical findings. The ratings are also aligned with UNEP's Criteria Ratings Matrix.	5
Section E: Evaluation Findings	Assessment	
7. Does the report present evidence and analysis of project ***Strategic Relevance*** with respect to UNEP, partner and geographic policies and strategies at the time of project approval? Consider how well the report addresses: • Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities • Alignment to Donor/GEF/Partners Strategic Priorities • Relevance to Regional, Sub-regional and National Environmental Priorities • Complementarity with Existing Interventions: complementarity of the project at design (or during inception/mobilisation[40]), with other interventions addressing the needs of the same target groups.	Coverage/omissions: This section of the report tackles all the dimensions of strategic relevance as expected. Strengths/weaknesses: The evaluation report presents a detailed analysis of the relevance of the evaluand to the strategic priorities of UNEP, GEF and the Global, Regional, Sub-regional and national priories of the target countries. The report also includes an analysis of the complementarity of the evaluand with other existing interventions.	6
Does the report present a summary of the strengths and weaknesses of the ***Quality of Project Design***, based on the detailed assessment presented in the Inception Report?	Coverage/omissions: The evaluation report includes a section on Quality of Project Design as expected. Strengths/weaknesses: The quality of project design section presents a balanced critique of both the strengths and weaknesses in project design.	***NOT RATED**
Does the report recognise and describe, when appropriate, key features of the ***Nature of the External Context*** under which the project was implemented that limited the project's performance (e.g. conflict, natural disaster, political upheaval[41]), and how they affected performance?	Coverage/omissions: The evaluation report includes a section that analyses the nature of the external context. Strengths/weaknesses: The report presents an excellent analysis of the project implementation context that covers the negative externalities that affected project	****NOT RATED**

[40] 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.

[41] 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 of the project team.

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
	implementation. The analysis also includes an analysis of the effects of these negative externalities to project implementation.	
8. Does the report present a well-reasoned, complete and evidence-based assessment of the ***Availability of Outputs*** to the intended beneficiaries? Consider how well the report presents: • a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget • assessment of the nature and scale of outputs versus the project indicators and targets • assessment of the timeliness, quality and utility of outputs to intended beneficiaries • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Coverage/omissions: The report presents a section that analyses the availability of all planned project outputs. Strengths/weaknesses: The report presents an evidence-based and detailed analysis of the availability of outputs. Also included is the analysis is the quality, timeliness of the delivery of the outputs.	6
9. Does the report present a well-reasoned, complete and evidence-based assessment of the ***Achievement of Outcomes***, as a result of the uptake, adoption and/or implementation of outputs by the intended beneficiaries? This may include behaviour changes at an individual or collective level. Consider how well the report presents: • a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries • assessment of the nature, depth and scale of outcomes versus the project indicators and targets • discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself • any constraints to attributing effects to the projects' work • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Coverage/omissions: The report presents a section that analyses the achievement of project outcomes. Strengths/weaknesses: The evaluation presents a well-reasoned analysis on the achievement of project outcomes as compared to targets. The analysis also includes evidence of uptake of project outputs by the target beneficiaries.	5
10. Does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to ***Likelihood of Impact***? Consider how well the report presents: • an explanation of how causal pathways emerged and the resulting change processes • an explicit discussion of how drivers and assumptions played out • an explanation of roles played by key actors and change agents • identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Coverage/omissions: The evaluation report includes a section on the analysis of the likelihood of impact. Strengths/weaknesses: The report includes a well-reasoned analysis of the likelihood of impact. The analysis also includes the actors, and analysis of the drivers and assumptions involved the change process.	6
11. Does the report present an integrated analysis of all dimensions evaluated under ***Financial Management*** and include a completed 'financial management' table? Consider how well the report addresses the following:	Coverage/omissions: The report includes a section that assesses quality of project financial management.	6

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
• *adherence* to UNEP's financial policies and procedures • *completeness* of financial information, including the actual project costs and actual co-financing used and explanation of any variances between planned and actual expenditures	Strengths/weaknesses: The evaluation report presents an analysis of the project financial management. The analysis adequately covers adherence to UNEP's financial policies and procedures, and completeness of financial information.	
12. Does the report present an integrated analysis of all dimensions evaluated under ***Efficiency***? Consider how well the report presents: • cost-effective or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • implications of any delays and no cost extensions • discussion of making use, during project implementation, of/building on pre-existing institutions, partnerships and complementarities with other initiatives, programmes and projects etc. • the extent to which the management of the project minimised UNEP's environmental footprint.	Coverage/omissions: The report includes a section on measures by the project to ensure efficiency. Strengths/weaknesses: This section of the report presents an analysis of the two dimensions of efficiency i.e. time and cost effectiveness. The analysis includes the cost effectiveness measures put in place by the project key of which include leveraging pre-existing institutions, agreements and partnerships for synergy. Also included in the analysis are the effects of the project extension on project performance.	5
13. Does the report present a well-reasoned, complete and evidence-based assessment of the project's ***Monitoring and Reporting***? Consider how well the report addresses the following: • the quality of *monitoring of project implementation* (including use of monitoring data for adaptive management) • the quality of *project reporting* (e.g. PIMS and donor reports)	Coverage/omissions: A section of the quality pf monitoring and reporting is included in the evaluation report. Strengths/weaknesses: The evaluation report presents a detailed analysis of the performance of the project in relation to the two dimensions of monitoring and reporting i.e. quality of monitoring of project implementation and quality of project reporting. The report analyses project monitoring and reporting arrangements.	5
14. Does the report present an integrated analysis of all dimensions evaluated under ***Sustainability*** (i.e. the endurance of benefits achieved at outcome level)? Consider how well the report addresses the following: • socio-political sustainability • financial sustainability • institutional sustainability	Coverage/omissions: The report includes a section on the tree dimensions of sustainability. Strengths/weaknesses: The report presents a succinct analysis of the three dimensions of sustainability i.e. socio-political, financial and institutional sustainability.	5
15. Does the report present a well-evidence analysis of the ***Factors Affecting Performance***, either in this section or in cross-referenced sections? *These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given*	Coverage/omissions: The evaluation report includes a section that analyses each of the factors affecting project performance. Strengths/weaknesses:	6

Report Quality Criteria	**UNEP Evaluation Office Comments**	**Final Report Rating**
to where the topic is addressed, and that entry must be sufficient to justify the performance rating for these factors. Consider how well the report addresses the following cross-cutting issues: • quality of project management and supervision[42] • stakeholder participation and co-operation • responsiveness to human rights and gender equality • environmental and social safeguards • country ownership and driven-ness • communication and public awareness	The evaluation report includes an excellent analysis of the factors affecting project performance. These include: quality of project management and supervision, stakeholder participation and co-operation, responsiveness to human rights and gender equality, environmental and social safeguards, country ownership and driven-ness, and communication and public awareness.	
Section F: Conclusions, Lessons Learned and Recommendations	Assessment	
16. Do the ***Conclusions*** present a summative assessment of the evaluand as a whole, reflecting on prominent aspects of the project's performance? Consider how well the conclusions: • provide a compelling narrative and integrated assessment of project project's performance (i.e. achievements and limitations) • add deeper insights and analysis beyond the findings under each individual criterion • are derived from the synthesized analysis of evidence gathered during the evaluation process • provide clear and succinct response to the key strategic questions • address the human rights and gender dimensions of the intervention explicitly (e.g. how these dimensions were considered, addressed or impacted on) • provide lessons that are rooted in real project experiences, describe the context from which they are derived, and do not duplicate recommendations	Coverage/omissions: The evaluation report includes a conclusions section which includes summative statements on the performance of the evaluand. Strengths/weaknesses: The report presents concise summative statements on the performance of the evaluand as a whole. The report also includes human rights and gender dimensions of the intervention and clear and succinct responses to the key strategic questions.	6
17. Does the report present ***Recommendations*** for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results? Consider how well the recommendations: • are clearly formulated and logically derived from the findings and/or conclusions • are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when • include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions • represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations. NOTES: **(i)** In cases where the recommendation is addressed to a third party, compliance can only be monitored and	Coverage/omissions: The report includes recommendations aimed at addressing problems in project execution and proposed actions to ensure sustainability of project results. The recommendations are also presented in the prescribed format. Strengths/weaknesses: The recommendations presented are actionable and are derived from actual project implementation challenges and desire to increase likelihood of sustainability of project results.	5

[42] 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. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

Report Quality Criteria	UNEP Evaluation Office Comments	Final Report Rating
assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance. **(ii)** Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.		
Section G: Report Structure and Presentation	Assessment	
18. Is the report ***well-structured and complete***? Does it: • follow the Evaluation Office structure and formatting guidelines • include all required sections and annexes, as applicable • not exceed 50 pages in length from the Executive Summary to the end of the Conclusion Does the report ***present*** information clearly and appropriately? Is it written: • in clear and accessible language • largely free from grammar, spelling and punctuation errors • in an adequate and professional tone • with the use of visual aids, such as maps, graphs tables and photos	Coverage/omissions: The report is complete and follows the Evaluation Office structure and formatting guidelines. Strengths/weaknesses: The evaluation report is written in clear English language and uses visual aids (figures and tables) appropriately. The tone used in the report is professional as expected of such a document.	5
OVERALL REPORT QUALITY RATING	**Highly Satisfactory**	**5.6**

A number rating 1-6 is used for each criterion, with half-point increments allowed (e.g., 3.5 or 4.5). Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall rating is based on a simple average of the ratings for each criterion.

* The Quality of Project Design criterion is not rated in this table because the majority of the analysis is presented in the Inception Report and the Final Terminal Evaluation report only contains a summary.

** The Nature of External Context is not rated in this table because it is not consistently applicable across all projects. Some evaluation reports will simply record that there was no unexpected unfavourable external factors, while others may have to describe critical external events.

Rating the Report Quality Criteria

Rating (1–6)	Description
6 (90 – 100%)	Provides all content with high quality. *(i.e. exemplary)*
5 (70 - 89%)	Provides all content with minor weaknesses.
4 (50 – 69%)	Provides most content with minor weaknesses.
3 (30 - 49%	Provides most content with significant weaknesses.
2 (11 – 29 %)	Omits substantive content with significant weaknesses.
1 (0 -10%)	Omits almost all content with major weaknesses.

At the end of the evaluation, compliance of the evaluation process against the agreed standard procedures is assessed, based on the table below. *All questions with negative compliance must be explained further in the table below.*

Evaluation Process Quality Criteria	**Compliance**	
	Yes	**No**
Consultant's independence:		
1. Were possible conflicts of interest of proposed Evaluation Consultant(s) appraised and addressed in the final selection?	☒	
2. Was the Evaluation Consultant given direct access to identified external stakeholders?	☒	
3. Did the Evaluation Consultant raise any concerns about being unable to work freely and without interference or undue pressure from project staff or the Evaluation Office?		☒
4. If Yes to Q3: Were these concerns resolved to the mutual satisfaction of both the Evaluation Consultant and the Evaluation Manager?	*Not Applicable*	
Project's engagement and support:		
5. Did the project make available all required/requested documents?	☒	
6. Did the project make all financial information (and audit reports if applicable) available in a timely manner and to an acceptable level of completeness?	☒	
7. Was adequate support provided by the project to the evaluator(s) in planning and conducting evaluation missions?	☒	
8. Were the project team, relevant UNEP senior staff, partners and interviewed stakeholders given an opportunity to provide comments on key deliverables, as appropriate (e.g. Terms of Reference, Inception Report and Draft Evaluation Report)?	☒	
Quality assurance of key deliverables:		
9. Were the Terms of Reference peer-reviewed?	☒	
10. Was the inception report peer-reviewed, including the Theory of Change?	☒	
11. Were evaluation preliminary findings presented to the project team in a format allowing discussion, before drafting the report?	☒	
12. Was the draft report peer-reviewed?	☒	
Transparency and commenting:		
13. Was the inception report, including the (reconstructed) TOC, sent to the project team, relevant UNEP senior staff and partners, with a minimum of eight working days to comment?	☒	
14. Was the draft evaluation report sent directly by the Evaluation Consultant to the Evaluation Office?	☒	
15. Were all stakeholder comments to the draft evaluation report sent directly to the Evaluation Office	☒	
16. Did the Evaluation Consultant(s) respond adequately to all factual corrections and comments?	☒	
17. Did the Evaluation Office share substantive comments and Evaluation Consultant responses with those who commented, as appropriate?	☒	
Financial Resources:		
18. Was the evaluation budget approved at project design available for the evaluation? If not, comment in the table below on the sufficiency of the funds made available.	☒	
19. Were the agreed evaluation funds readily available to support the payment of the evaluation contract throughout the payment process? If not, comment in the table below.	☒	
Timeliness:		
20. If a Terminal Evaluation: Was the evaluation initiated within six months after project operational completion and not more than three months prior? (Or, if a Mid Term Evaluation: Was the evaluation initiated within a six-month period prior to the project's mid-point?)	☒	
21. Was the inception report delivered and reviewed/approved prior to commencing any travel?	☒	
22. Were all submission and commenting deadlines met as set by the Evaluation Manager and as far as unforeseen circumstances allowed? If not, comment in the table below on exceptional delays.	☒	

Provide comments / explanations / mitigating circumstances below for any non-compliant process issues.

Evaluation Process Criterion Number	**Evaluation Office Comments**
Not Applicable	*Not Applicable*