

## TERMS OF REFERENCE

### Mid-Term Review of the UNEP/GEF project

“Mainstreaming biodiversity conservation and sustainable landscape management of watersheds containing wetlands within Chile's South Center Biodiversity Hotspot through reformed coastal planning frameworks” GEFSEC ID: 9766

### Selection process N° 03/2022 Santiago

<b>1. General information</b>
<p><b>Title:</b> Mid-Term Review of the UNEP/GEF project Mainstreaming biodiversity conservation and sustainable landscape management of watersheds containing wetlands within Chile's South Center Biodiversity Hotspot through reformed coastal planning frameworks</p> <p><b>Estimated date of contract:</b> 15th November 2022</p> <p><b>Contract length:</b> 4 months</p> <p><b>Place of work:</b> online and with field work in Chile</p> <p><b>Elegibility:</b> This position is open to Chilean national citizens; or foreigners with a valid visa and/or work permit at the time of applying for this vacancy</p>

## I. Online Application

Those candidates interested in participating in this selection process must send the following documents by email to the address [pmedina@mma.gob.cl](mailto:pmedina@mma.gob.cl) indicating in the subject: "Application 03/2022 Santiago"

1. **Curriculum vitae**
2. **Copy of document of identity** (erasing serial number)

**Application deadline:** Monday 3rd, October 2022

**Important: Only emails of up to 10 MB in size are received, it is appreciated to send only what is indicated in the previous points. Applications printed on paper, in person or by post are not accepted.**

## Section 1: Project Background and Overview

### 1. Project General Information

<b>Project Title</b>	Mainstreaming biodiversity conservation and sustainable landscape management of watersheds containing wetlands within Chile's South Center Biodiversity Hotspot through reformed coastal planning frameworks	
<b>Executing Agency:</b>	UN Environment	
<b>Project partners:</b>	Ministry of the Environment (EM)	
<b>Geographical Scope:</b>	National	
<b>Participating Countries:</b>	Chile	
<b>GEF project ID:</b>	9766	

<b>Focal Area(s):</b>	Multi-focal areas: Biodiversity, Land Degradation	<b>GEF OP #:</b>	BD-4 Program 9 LD-3 Program 4
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## 2. Project Rationale

Chile is one of only five places in the world with a Mediterranean climate, where the Project area is located, recognized as one of the 35 biodiversity Hotspots, not only for their high levels of wealth and endemism in plant and animal species, but also for being regions with high risk of species extinction. This is especially relevant regarding coastal landscapes and ecosystems, having in this area several types of coastal wetlands, such as salt marshes, brackish and salty coastal lagoons, tidal plains and estuaries and with the presence of different gradients, making for a high level of time-space heterogeneity and therefore the availability of habitats for a wide range of aquatic and shoreline species, in particular migratory birds.

The threats and environmental degradation factors in the Chilean Mediterranean Eco-Region, are for the most part the result of human activities, which play a key role in the advancing deterioration of the coastal ecosystem functions and habitats. The main factors are habitat loss, fragmentation and degradation caused by agricultural activities, urban expansion and infrastructure, and the scarce legal protection given to these ecosystems.

The objective of the Project is to improve the ecological condition and degree of conservation of ecologically valuable coastal ecosystems in South-Central Chile, including the wetlands and associated watersheds, incorporating them into local development efforts through sustainable management, improving coastal landscape management, reducing pressures on these habitats occupied by diverse migratory species with different conservation problems, and reducing threats to and pressures on the supporting watersheds that contribute to locally significant human activities. This Project contributes to fulfilling the GEF VI objectives BD-4 Program 9 and LD-3 Program 4, which will be undertaken through three components. The first seeks to mainstream the importance of BD conservation and LD problems in coastal landscapes to decision-makers and relevant stakeholders, the second to strengthen political and regulatory frameworks regarding coastal conservation among the diverse institutions with mandates in coastal and watershed areas, and the third, to implement and systematize an array of initiatives in five pilot landscapes to be replicated at the national level by the main institutions involved.

The pilot ecosystems are located between Coquimbo and Araucania, representing different socio-environmental conditions, and these will play a relevant role in generating the data and evidence necessary for demonstrating the need to apply a focus that considers the whole watershed, with strengthened inter-institutional coordination and with productive sectors applying environmentally sustainable practices for conserving and sustainably managing coastal landscapes when these are not protected areas. Each one of the pilots will contribute concrete evidence according to their individual realities regarding threats and present circumstances and will make it possible to have a wide range of options that can be replicated in similar situations. This project will bring together stakeholders from various national, regional and local institutions, committed for the duration of Project implementation, and led by a Steering Committee, which will be in charge of monitoring fulfilment of objectives, a process that will be supervised by the implementing agency, UN Environment. The Project includes a gender focus, where equal opportunity and development actions are proposed for both men and women, and also as a contribution to women's empowerment, for the purpose of increasing their participation and decision-making, as well as their access to the Project's socio-economic services and benefits.

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

## **Section 2. OBJECTIVE AND SCOPE OF THE MID-TERM REVIEW**

### **3. Objective of the review**

In line with the UNEP Evaluation Policy<sup>1</sup> and the UNEP Programme Manual<sup>2</sup>, the Mid-Term Review is undertaken approximately half-way through project implementation to analyze whether the project is on-track, what problems or challenges the project is encountering, and what corrective actions are required. The MTR will assess project performance to date (in terms of relevance, effectiveness and efficiency), and determine the likelihood of the project achieving its intended outcomes and supporting their sustainability.

### **4. Key review principles**

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

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<sup>1</sup> <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

<sup>2</sup> <https://wecollaborate.unep.org>

As this Review is being undertaken at the mid-point of project implementation, particular attention will be given to identifying implementation challenges and risks to achieving the expected project objectives and sustainability, which will support potential course correction. Possible questions to be considered include:

- Does the TOC properly reflect the project's intended change process?
- Is the stakeholder analysis still appropriate and adequate to support the project's ambitions?
- Are results statements in keeping with both UNEP and GEF definitions (e.g. outcomes are expressed as the uptake or use of outputs)
- Are roles and responsibilities commonly understood and playing out effectively?
- Is there an effective monitoring mechanism for the project's implementation (this is separate from, and supports, reporting in the annual PIR)?
- Is the rate of expenditure appropriate for the mid-point?
- Have plans for inclusivity (human rights, gender considerations, disability inclusion etc) been implemented as planned, or does more need to be done?
- Are safeguard identification and mitigation plans being monitored and steps taken to minimize negative effects?
- Is there an exit strategy in place and are the elements needed for the project's benefits to be sustained after the project end, being incorporated in the project implementation?
- Have recommendations from previous performance assessments (where they exist) been appropriately addressed?
- (Where relevant) What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

A Mid-Term Review is a formative assessment, which requires that the consultants go beyond the assessment of "what" the project performance is and make a serious effort to provide a deeper understanding of "why" the performance is as it is. (i.e. what is contributing to the achievement of the project's results). This should provide the basis for the lessons that can be drawn from the project at the mid-point and the recommendations that support adaptive management for the remainder of the project.

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

A key aim of the Mid-Term Review is to encourage reflection and learning by UNEP staff, the Executing Agency and key project stakeholders. The Review Consultant should consider how reflection and learning can be promoted, both through the review process and in the communication of review findings

and key lessons. Clear and concise writing is required on all review deliverables. There may be several intended audiences, each with different interests and needs regarding the report. The Task Manager will plan with the Review Consultant which audiences to target and the easiest and most effective way to communicate the key review findings and lessons to them. This may include some or all of the following: a webinar, conference calls with relevant stakeholders, the preparation of a review brief or interactive presentation. Draft and final versions of the Main Review Report will be shared with key stakeholders by the Task Manager and a copy of the final version will be submitted to the UNEP Evaluation Office, who will provide an assessment of the quality of the Review Report based on a standard UNEP template.

## 5. Key Strategic Questions

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

Q1: To what extent is the project following a robust theory of change with appropriately formulated outputs, direct outcomes, intermediate states and long-term results? What revisions are required to ensure that the intervention can be effectively evaluated at the end of its cycle? This includes consideration of whether the outcome indicators are verifiable and appropriate for recording progress towards the achievement of the development objectives

Q2: How well are the pilot ecosystems component embedded in a process of documenting a 'model' that could be replicated and scaled up?

Q3: Are the results of the project consistent with national priorities for the sustainable management of wetlands and their watersheds; with GEF strategies for operational activities or programmes; the UN MA Frameworks, and the needs and priorities of local actors (civil society, public services, local governments, among others, in the five pilot regions and central level)?

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

- a) Under Monitoring and Reporting/Monitoring of Project Implementation:  
What is the performance at the project's mid-point against Core Indicator Targets? *(For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided).*
- b) Under Factors Affecting Performance/Stakeholder Participation and Cooperation:

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

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

What has been the progress, challenges and outcomes regarding gender-responsive measures and any intermediate gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)*

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

What has been the experience at the project's mid-point against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and any measures taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*

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

What has been the progress, challenges and outcomes regarding the implementation of the project's 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)*

## 6. Evaluation Criteria

All evaluation criteria will be rated on a six-point scale. Sections A-G below, outline the scope of the criteria and a link to a table for recording the ratings is provided in Annex 1. A weightings table will be provided in excel format (see notes in Annex 1) to support the determination of an overall project rating.

### A. Strategic Relevance

The Review will assess the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor. The Review will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval, as well as each country's UNDAF. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

i. ***Alignment to the UNEP Medium Term Strategy<sup>3</sup> (MTS), Programme of Work (POW) and Strategic Priorities***

The Review should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali

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<sup>3</sup> UN Environment's Medium Term Strategy (MTS) is a document that guides UN Environment's programme planning over a four-year period. It identifies UN Environment'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>

Strategic Plan for Technology Support and Capacity Building<sup>4</sup> (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

**ii. *Alignment to Donor/Partner Strategic Priorities***

Donor strategic priorities will vary across interventions. The Review will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of ‘softly-earmarked’ funding, such alignment may be more of an assumption that should be assessed.

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

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

**iv. *Complementarity with Existing Interventions/Coherence*<sup>5</sup>**

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization<sup>6</sup>, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP -programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP’s comparative advantage has been particularly well applied should be highlighted.

***B. Effectiveness***

The Review will assess effectiveness across three dimensions: delivery of outputs, achievement of project outcomes and, where appropriate and feasible, likelihood of impact. At the mid-point more emphasis is placed on performance at the output and outcome levels, but observations about likelihood of impact may be helpful for course correction or adjusting the emphasis of the project’s efforts.

<sup>4</sup> <http://www.unep.fr/ozonaction/about/bsp.htm>

<sup>5</sup> This sub-category is consistent with the new criterion of ‘Coherence’ introduced by the OECD-DAC in 2019.

<sup>6</sup> 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.

**i. Availability of Outputs<sup>7</sup>**

The Review will assess the project's success in producing the programmed outputs and achieving targets and milestones as per the project design document (ProDoc). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, a table should be provided showing the original formulation and the amended version for transparency. The delivery of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their usefulness and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Review will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

**ii. Achievement of Project Outcomes<sup>8</sup>**

The achievement of project outcomes is assessed as performance against the project outcomes defined in the Project Results Framework<sup>9</sup>. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary to make them consistent with UNEP guidelines. Where possible, the Review should report evidence of attribution, contribution or credible association between UNEP's intervention and the project outcomes.

**iii. Likelihood of Impact**

Based on the articulation of longer-term effects as defined in the project objective or stated intentions, the Review will, where possible, assess the likelihood of the intended, positive impacts becoming a reality.

The Review will also consider the likelihood that the intervention may lead, or contribute, to unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionately affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental, Social and Economic Safeguards<sup>10</sup>. The Review will consider the extent to which the project is playing a catalytic role or is promoting longer-term scaling up and/or replication<sup>11</sup>.

<sup>7</sup> Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

<sup>8</sup> Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

<sup>9</sup> UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the evaluation.

<sup>10</sup> Further information on Environmental, Social and Economic Safeguards (ESES) can be found at <http://wedocs.unep.org/handle/20.500.11822/8718><http://www.unep.org/about/eses/>

<sup>11</sup> *Scaling up* refers to approaches being adopted on a much larger scale, but in a very similar context. Scaling up is often the longer term objective of pilot initiatives. *Replication* refers to approaches being repeated or lessons being explicitly applied in new/different contexts e.g. other geographic areas, different target group etc. Effective replication typically requires some form of revision or adaptation to the new context. It is possible to replicate at either the same or a different scale.

### **C. Financial Management**

Under financial management the Mid-Term Review will assess: a) whether the rate of spend is consistent with the project's length of implementation to-date, the agreed workplan and the delivery of outputs and b) whether financial reporting and/or auditing requirements are being met consistently and to adequate standards by all parties. This includes an assessment of whether UNEP's financial management policies and the GEF's fiduciary standards are being met. Any financial management issues that are affecting the timely delivery of the project or the quality of its performance will be highlighted.

### **D. Efficiency**

The Review will assess the *cost-effectiveness and timeliness* of project execution. Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Review will describe any cost or time-saving measures put in place to maximize results within the secured budget and agreed project timeframe and consider whether the project is being implemented in the most efficient way compared to alternative interventions or approaches. The Review will also assess ways in which potential project extensions can be avoided through stronger project management.

### **E. Monitoring and Reporting**

The Review will assess monitoring and reporting across two sub-categories: monitoring of project implementation, and project reporting.

#### *i. Monitoring of Project Implementation*

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART<sup>12</sup> results towards the achievement of the project's outputs and outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. The Review will assess the use and quality of the monitoring plan. In particular, the evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. The Review will assess whether the monitoring system is operational and facilitates the timely tracking of results and progress towards project milestones and targets throughout the project implementation period. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Review should confirm that funds allocated for monitoring are being used to support this activity.

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<sup>12</sup> SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

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

*ii. Project Reporting*

Projects funded by GEF have requirements with regard to verifying documentation and reporting (i.e. the Project Implementation Reviews, Tracking Tool and CEO Endorsement template<sup>13</sup>), which will be made available by the Task Manager. The Review will assess the extent to which both UNEP and GEF reporting commitments have been fulfilled. Where corrective action is indicated in the annual Project Implementation Review reports (e.g. as an identified risk), the Review Consultant will record whether this action has been taken.

**F. Sustainability**

Sustainability<sup>14</sup> is understood as the probability of the benefits associated with the project outcomes being maintained and developed after the close of the intervention. The Review will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits at the outcome level. Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

The Review will ascertain that the project has put in place an appropriate exit strategy and measures to mitigate risks to sustainability. The Review Consultant will consider: a) the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards, b) the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained and c) the extent to which the sustainability of project outcomes is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure.

**I. Factors Affecting Project Performance and Cross-Cutting Issues**

*These factors are rated in the ratings table but can be discussed as cross-cutting themes as appropriate under the other evaluation criteria, above. Where the issues have not been addressed under other evaluation criteria, the consultant(s) will provide summary sections under the following headings)*

*i. Preparation and Readiness*

<sup>13</sup> The Consultant(s) should verify that the annual Project Implementation Reviews have been submitted, that the Tracking Tool is being kept up-to-date and that in the CEO Endorsement template Table A and Section E have been completed.

<sup>14</sup> As used here, 'sustainability' means the long-term maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

This criterion focuses on the inception or mobilisation stage of the project. The Review will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the Review will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements.

*ii. Quality of Project Implementation and Execution*

Specifically for GEF funded projects, this factor refers separately to the performance of the Executing Agency and the technical backstopping and supervision provided by UNEP, as the Implementing Agency.

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

*iii. Stakeholder Participation and Cooperation*

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

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

*iv. Responsiveness to Human Rights and Gender Equity*

The Review will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Review will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment<sup>15</sup>.

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<sup>15</sup>The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. [https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender\\_equality\\_and\\_the\\_environment\\_Policy\\_and\\_strategy-2015Gender\\_equality\\_and\\_the\\_environment\\_policy\\_and\\_strategy.pdf.pdf?sequence=3&isAllowed=y](https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y)

The report should present the extent to which the intervention, following an adequate gender analysis at design stage, has implemented the identified actions and/or applied adaptive management to ensure that Gender Equity and Human Rights are adequately taken into account. In particular, the Review will consider to what extent to which *project design, the implementation that underpins effectiveness and monitoring* have taken into consideration: (i) possible gender inequalities in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

The progress, challenges and outcomes regarding gender-responsive measures and any intermediate gender result areas should be reviewed. This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent.

*v. Environmental and Social Safeguards*

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening, risk assessment and management (avoidance or mitigation) of potential environmental and social risks and impacts associated with project and programme activities. The evaluation will confirm whether UNEP requirements<sup>16</sup> were met to: screen proposed projects for any safeguarding issues; conduct sound environmental and social risk assessments; identify and avoid, or where avoidance is not possible, mitigate, environmental, social and economic risks; apply appropriate environmental and social measures to minimize any potential risks and harm to intended beneficiaries and report on the implementation of safeguard management measures taken.

The evaluation will also consider the extent to which the management of the project is minimising UNEP's environmental footprint. The Safeguards Plan submitted at CEO Approval should be reviewed, the risk classifications verified and any measures taken to address identified risks assessed. Any supporting documents gathered by the Consultant should be shared with the Task Manager.

*vi. Country Ownership and Driven-ness*

The Review will assess the quality and degree of engagement of government / public sector agencies in the project. The Review will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices. This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realised. Ownership should extend to all gender and marginalised groups.

*vii. Communication and Public Awareness*

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<sup>16</sup> For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

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

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

### **Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES**

The Mid-Term Review will use a participatory approach whereby key stakeholders are kept informed and consulted throughout the review process. Both quantitative and qualitative evaluation methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the Review Consultant maintains close communication with the project team and promotes information exchange throughout the review implementation phase in order to increase their (and other stakeholder) ownership of the review findings.

Where applicable, the Review Consultant should provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

The findings of the Review will be based on the following:

(a) A **desk review** of:

- Relevant background documentation, inter alia:
- Project Document and Appendices
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool etc.;
- Evaluations/Reviews of similar projects.

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

- UNEP Task Manager (TM) and team members;
- Project Manager (PM) and team members;
- UNEP Fund Management Officer (FMO);
- Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).

(c) **Field visits:** to Santiago de Chile and the five pilot ecosystems; Coquimbo, Valparaiso, O'Higgins, Biobio and La Araucania

(d) Other data collection tools: If needed, to be decided by the Review Consultant at the inception phase

## 7. Review Deliverables and Review Procedures

The Review Consultant will prepare:

- **Inception Report:** (see Annex 3 for guidance on structure and content) containing confirmation of the results framework and Theory of Change of the project, project stakeholder analysis, review framework and a tentative review schedule.
- **Preliminary Findings Note:** typically, in the form of a powerpoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.
- **Draft and Final Review Reports:** (see Annex 4 for guidance on structure and content) containing an Executive Summary that can act as a stand-alone document; detailed analysis of the review findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

**Review of the draft review report.** The Review Consultant will submit a draft report to the Task Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Task Manager will share the cleared draft report with key project stakeholders for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Task Manager for consolidation. The Task Manager will provide all comments to the Review Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

At the end of the review process and based on the findings in the Review Report, the Task Manager will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals, and circulate **Lessons Learned**.

### 8. Schedule of the Review, forms of payment, amount and fine for non-compliance

The table below presents the schedule for the Review.

**Table 3. Schedule for the Review**

Milestone	Indicative Timeframe
Inception Report	Weeks 1 to 3
Review Mission	Weeks 4 to 6
Telephone interviews, surveys etc.	Weeks 4 to 6
Powerpoint/presentation on preliminary findings and recommendations	Week 8
Draft Report to Task Manager	Week 10
Draft Report shared with the wider group of stakeholders	Week 11
Final Main Review Report	Week 12
Final Main Review Report shared with all respondents	Week 12

The contract will be with the Sendero foundation of Chile, fees will be paid on an instalment basis, paid on acceptance by the Task Manager of expected key deliverables. The total amount associated with this consultancy is USD 22,000 (twenty-two thousand) American dollars (taxes included). Expenses associated with travel will be paid by the project.

The schedule of payment is as follows:

Deliverable	Percentage Payment	USD
Approved Inception Report ( <i>as per annex document 3</i> )	30%	6,600
Approved Draft Main Evaluation Report ( <i>as per annex document 4</i> )	30%	6,600
Approved Final Main Evaluation Report	40%	8,800
Total	100%	22,000

The deadlines indicated will be counted from the date of start of the contract, that is, 24 hours after the resolution that approves it.

Fines for non-compliance: If the consultant does not comply with the deliverable within the deadlines indicated, without justified cause, or does not provide the final reports in accordance with the conditions set forth in the contract, the Sender de Chile Fundation will be entitled to exercise his right to terminate the contract early.

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

In case the consultants are not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the Task Manager, payment may be withheld at the discretion of the Head of Branch/Unit until the consultants have improved the deliverables to meet UNEP's quality standards.

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

## **9. The Review Consultant**

The Review Consultant who will work under the overall responsibility of the Task Manager Robert Erath, in consultation with the Portfolio Manager, Fund Management Officer. The consultant will liaise with the Task Manager on any procedural and methodological matters related to the Review. It is, however, the consultants' individual responsibility to arrange for their travel, visa, obtain documentary evidence, plan meetings with stakeholders (with assistance from the Executing Agency), organize online surveys, and any other logistical matters related to the assignment. The Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the Review Consultants to conduct the Review as efficiently and independently as possible.

The Review Consultant will be hired over a period of 4 months, the work will be home-based with field visits to Santiago and the five pilot ecosystems.

The Review Consultant will be responsible, in close consultation with the Task Manager, for overall management of the review and timely delivery of its outputs. The Review Consultant will ensure that all evaluation criteria and questions are adequately covered.

	<b>Minimum Requirements</b>
<b>Education</b>	A university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable
<b>Expérience</b>	<p>A minimum of 15 years of technical / evaluation experience is required, including evaluating large, regional or global programs and using a Theory of Change approach</p> <p><b>Desirable Qualifications and Skills:</b></p> <ul style="list-style-type: none"> <li>- Good/broad understanding of project cycle development</li> <li>- Working knowledge of the UN system and specifically the work of UNEP</li> <li>- Familiarity with GEF project cycle guidelines</li> <li>- Working experience in Chile</li> </ul>
<b>Languages</b>	Proficiency in Spanish is required, fluency in oral and written English is desirable
<b>Other requirements</b>	Support of professional experience, may be requested from candidates who are shortlisted

## 10. Appendices

### Results Framework

Intervention Logic	Indicators	Baseline	Targets	Source of Verification	Assumptions
<b>Strategic Objective:</b> Enhanced conservation status of coastal landscapes of global environmental value, through improved management for their sustainable use and recovery, reduced threats and reduced pressure on natural resources that support human activities of local importance					
<b>Project Objective:</b> Conserve and recover coastal landscapes (CL) including wetlands and adjacent watershed territories integrating them into local development, through their sustainable management and use	<i>I) Area of landscapes under sustainable land management in production systems</i> <i>II) Number of policies and regulations governing sectorial activities in the coastal landscapes and watersheds that include measures to conserve and sustainably use biodiversity demonstrate results strengthening cross-sector integration</i> <i>III) Number of projects in development sectors, such as agriculture, forestry, infrastructure, housing, of coastal landscapes that include measures to conserve and sustainably use biodiversity</i>	I) 290,000 ha of coastal landscapes, do not include conservation and sustainable land management practices in their planning process and development activities II) Sector policies and regulatory frameworks do not incorporate BD and SLM considerations for coastal landscapes in development sectors III) There is an increasing level of production and development activities without	I) 290,000 ha of Coastal wetland pilot landscapes integrate biodiversity conservation and sustainable land management practices into their planning process and development activities II) At least 4 Sector policies and regulatory frameworks incorporate BD and SLM considerations for coastal landscapes in development sectors III) At least 5 demonstrative experiences at the landscape level integrate SLM and BD considerations in production/development activities IV) At least 21,000 ha in pilot landscapes with restoration plans being implemented	I) demonstration activities and territorial planning with environmental considerations mapped II) Documents on the procedural status of the new or modified normative or policy body III) Audio-visual material with the projects or activities incorporating criteria and best practices, within the Project area of action	-The productive sectors and competent services compliance level is high with the protocols proposed and incorporate regulations into their mandates for promoting sustainable wetlands management and conservation -The associated public institutions and authorities are willing to incorporate

	<p>IV) <i>Area of pilot landscapes with application of restoration plans under "Restoration Landscape" Category</i></p>	<p>proper planning and environmental considerations, with negative consequences on the wider landscape due to inappropriate land use change or inadequate protocols and practices for development activities, such as infrastructure, housing, agriculture and forestry</p> <p>-IV) Significant tendency toward soil degradation and land-use changes with no restoration plans being developed by competent authorities, private actors or community initiatives</p>		<p>IV) Target areas obtain "Restoration Landscape" Category from the EM</p>	<p>these protocols and guidelines into their mandates and instruments which they foster.</p> <p>- Positive conditions are in place to work in a coordinated manner, harmonizing procedures and methodologies and sharing information within the framework of an integrated landscape approach, with both national and international institutions</p>
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**Component 1 Information management and outreach for mainstreaming biodiversity and sustainable land management (SLM) with an integrated landscape approach**

Expected Result	Indicators	Baseline	Mid-Term Target	Target upon Project	Source of Verification	Assumptions
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<b>(outcome):</b>				<b>Finalization</b>		
<p>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)</p>	<p><i>i) Increase in information and availability of data on the importance of coastal landscapes and the ecosystem services they provide</i></p>	<p>There is insufficient information and knowledge that is key for decision-making and drawing up policies that insure sustainable natural resource and biodiversity management</p>	<p>-At least one pilot basin with ecosystem services evaluation completed</p> <p>-5 pilot wetlands with demarcated limits</p> <p>- at least one pilot with diagnosis of pollution sources</p> <p>- at least one pilot with hydrodynamic or bar movement study</p>	<p>- At least two pilot basins with ecosystem services evaluation completed</p> <p>-5 pilot wetlands with demarcated limits</p> <p>- at least one pilot with diagnosis of pollution sources</p> <p>-at least one pilot with hydrodynamic or bar movement study</p>	<p>-Ecosystem services evaluation report per pilot</p> <p>-Limitation mapping</p> <p>-Consultancy reports on diagnosis of polluting sources</p> <p>-Consultancy report on hydrodynamic study</p>	<p>There is good quality data in the relevant Public Services and support from landowners for access in order to gather data</p>
	<p><i>ii) Increase in awareness of the importance of key BD conservation and SLM in coastal</i></p>	<p>There is limited awareness by decision makers of the importance of coastal landscapes for biodiversity conservation and provision of different</p>	<p>At least 50% of the identified stakeholders have improved on KAP survey results by least</p>	<p>At least 80% of the identified stakeholders have improved on KAP survey results by least</p>	<p>Annual and final communications strategy and knowledge management reports</p>	<p>The abilities generated are not lost if the trained personnel rotate or leave</p>

	<p><i>landscapes for ecosystem and socioeconomic services provision measured by KAP surveys on selected stakeholders (decision makers)</i></p>	<p>ecosystem services. KAP (Knowledge, Attitudes and Practices) survey results for baseline:</p> <table border="1" data-bbox="676 418 919 613"> <thead> <tr> <th colspan="2">KAP Survey</th> </tr> <tr> <th></th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>K</td> <td>3,0</td> </tr> <tr> <td>A</td> <td>3,97</td> </tr> <tr> <td>P</td> <td>1,69</td> </tr> <tr> <td><b>Mean</b></td> <td><b>2,89</b></td> </tr> </tbody> </table>	KAP Survey			Score	K	3,0	A	3,97	P	1,69	<b>Mean</b>	<b>2,89</b>	<p>30% from baseline</p>	<p>50% from baseline</p>	<p>Kap survey results</p>	
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	Score																	
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	<p><i>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</i></p>	<p>Currently, 40 persons from the civil society are involved in the use of the EM wetland Platform, uploading photographs to help with national inventory, there are no information on EESS or socio-economic data of the watersheds in the platform.</p>	<p>The wetlands platform with integrated information on Ecosystem Services and Biodiversity, importance of coastal landscapes (of at least 1 pilot) and with an increase of at least 300% of citizens participation in the collaborative wetlands inventory (120 persons)</p>	<p>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)</p>	<p>Inventory of platform users, number of reports with information associated with coastal landscapes, and number of photographs uploaded in the citizen wetlands inventory</p>	<p>Civil society is interested in the importance of wetlands and utilizes the EM platform's applications and tools effectively</p>												

<p><i>iv) Increase in civil society's knowledge of the importance of key BD conservation and provision of ecosystem and socioeconomic services of coastal landscapes, measured by the number of educational and awareness programs, and persons participating in the programs (separated by gender)</i></p>	<p>Most of the population is not aware of the importance of coastal landscapes for biodiversity conservation of different plant and animal species, nor of the ecosystem services provided and the threats that these ecosystems face</p>	<p>- At least 2 education and awareness programs (1 per year for each pilot) on coastal wetlands ecosystems services, biodiversity and sustainable practices implemented in pilot Project areas.</p> <p>-At least 400 people have participated in the programs, of which at least 40% are women</p>	<p>-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.</p> <p>-At least 700 people have participated in the awareness programs, at least 40% being women</p>	<p>-Document on the extension-training program - schedule of activities -Invitations - guest list - presentations -Web Page Installed - Report of annual information flow on the part of the web page administrator -Education Materials drawn up -Photographic record of activities - Attendance lists.</p>	<p>-A high level of interest and participation on the part of each target audience in the environmental education programs</p>
<p><i>v) Number of communications activities on lessons learned from pilot project implementation carried out.</i></p>	<p>There is no effective translation of relevant information into effective public policies and adequate management decisions, especially on the sub-national levels</p>	<p>-At least 2 extension activities of lessons learned implemented</p>	<p>-At least 5 extension activities of lessons learned implemented</p>	<p>Document on the extension-training program - schedule of activities - Invitations- guest list- presentations photographs of activities.</p>	<p>Key stakeholders show interest in participating in the extension activities, and the pilot experiences have been</p>

						successful and worthy of replication.
<b>Outputs:</b>						
1.1.1 Quantified ecological and socioeconomic assessment of Coastal landscapes including wetlands and adjacent watershed territories, with biodiversity inventory; Ecosystem Services Evaluation Report; definition of wetlands extension and buffer zones, Proposals for studies and programs on value added for watershed hydrological system						
1.1.2 EM Wetland Platform containing processed and integrated information including inventory, monitoring system, Ecological and socioeconomic data, and maps regarding priority zones as a decision-making aid for conservation of private or State coastal landscape areas						

<b>Component 2 Institutional and regulatory frameworks strengthened</b>												
<b>Expected Result (outcome):</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Mid-Term Target</b>	<b>Target upon Project Finalization</b>	<b>Source of Verification</b>	<b>Assumptions</b>						
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)	<i>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</i>	Knowledge is limited at the technical level on how these ecosystems function at the landscape level, in terms of the causal relationship of their components and their interactions. KAP survey results: <table border="1" data-bbox="640 1247 871 1373"> <tr> <th colspan="2">KAP Survey Elqui pilot</th> </tr> <tr> <td></td> <td>Score</td> </tr> <tr> <td>K</td> <td>3,2</td> </tr> </table>	KAP Survey Elqui pilot			Score	K	3,2	- KAP survey results increases in 40% from baseline through Training program for public services on landscape approaches, ecosystem services, territorial planning and sustainable practices	- KAP survey results increases in 60% from baseline through Training program for public services on landscape approaches, ecosystem services, territorial planning and sustainable practices	Results of KAP surveys	The abilities generated are not lost if the trained personnel rotate or leave
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	<i>vii) Increase in engagement of the relevant institutions measured by</i>	Several national institutions are involved in coastal ecosystems, some related to	-At least one international/national seminar on coastal landscape sustainable management and	-At least three international/national seminars on coastal landscape sustainable management and	Annual Reports of activity implementation	There is political will of relevant institutions and stakeholders (MOP, MINVU,																																																						

	<p><i>the number of inter-institutional seminars for knowledge exchanged on coastal landscape sustainable management and ecosystem services approaches</i></p>	<p>production and development activities in these ecosystems (MOP, MINVU, SUBDERE, MINAGRI) and others in their conservation and administration (EM, CONAF, MBN). But up to now, no knowledge exchange opportunities, such as seminars, have integrated conservation practices into developing activities with all these actors involved.</p>	<p>ecosystem services approaches</p>	<p>ecosystem services approaches</p>	<p>n - Seminars attendance lists</p>	<p>MBN, CONAF, MINAGRI, SUBDERE) to support, coordinate and participate in the implementation of the seminars.</p> <p>Positive conditions are in place to share information and experiences with international institutions or organizations</p>
	<p><i>vii) Participatory mechanisms developed, measured by the conformation on national and local committees</i></p>	<p>There is limited and/or inconsistent coordination of national institutions for the sustainable management and conservation priorities of productive landscapes and</p>	<p>-Steering Committee, National Technical Committee and 5 Local technical Committees formed</p>	<p>- Steering Committee, National Technical Committee and 5 Local technical Committees formed</p>	<p>Co-finance letter from Steering Committee Participation compromise letters from National and Local Technical Committees</p>	<p>Political will of relevant institutions and stakeholders (MOP, MINVU, MBN, CONAF, MINAGRI, SUBDERE, regional and local</p>

		coastal wetlands, with no mechanisms for integration of participants from the Public services, private actors, academia and civil society.				governments, and civil society organizations) to support, coordinate and participate in the implementation of the Project activities
2.2 Incorporating regulations and criteria regarding BD conservation and SLM in coastal landscapes into the strategies and mandates of the EM, the Ministry of Housing and Urbanization (MINVU), Ministry of Public Property (MBN), Ministry of Public Construction	ix) <i>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</i>	Non-existent policy instruments in the associated institutions that specifically indicates environmental considerations and best practices for developing activities when these occurs in coastal landscapes. Agriculture has best practices guidelines but needs to consider more specific criteria when activities are in wetlands and their watershed. Housing has	At least 1 institution incorporates into their policy instruments environmental considerations and best practices for productive and development activities in coastal landscapes	At least 4 institutions incorporate into their policy instruments environmental considerations and best practices for productive and development activities in coastal landscapes	Reports in legal texts from institutions belonging to the Steering or Technical Committee that indicate inclusion of environmental considerations and criteria in their mandates and tendering processes.	Authorities from the Involved Ministries have the political will to incorporate these protocols and environmental considerations into their mandates and tendering processes before the Project is finalized.  The Public Services and other relevant

<p>(MOP), National Tourism Service (SERNATUR) and the Ministry of Agriculture (MINAGRI) increasing the Project's scope (implementation of new or revised policies)</p>	<p><i>Construction (MOP), National Tourism Service (SERNATUR) and the Ministry of Agriculture (MINAGRI)</i></p>	<p>standards for sustainable construction, but with energy efficiency and waste disposal as the main focus.</p>				<p>stakeholders show a willingness to incorporate environmental considerations and best practices in their productive activities, scaling the project scope</p>
	<p><i>x) Number of policy elements that negatively impact coastal ecosystems modified, replaced or counteracted</i></p>	<p>There are a number of policy elements that negatively impact coastal ecosystems, such as irrigation subsidies, penalties for not using water rights, agriculture conversion subsidies, among others. Exhaustive political analysis at project onset will define final baseline.</p>	<p>Modification proposal for at least 3 policy elements that negatively impact coastal ecosystems</p>	<p>At least 3 modified or replaced policy elements that negatively impact coastal ecosystems</p>	<p>document on the procedural status of the new or modified normative body</p>	<p>Authorities from the Involved Ministries have the political will to incorporate these modifications before the Project is finalized.</p>
<p>2.1.1 Training Program developed and implemented for increased capacity of State institutions (EM, MINVU, MOP, MBN, Agriculture, Subdere, among others) professionals to incorporate BD and SLM considerations within landscape and mitigation approaches as well as improved management practices for coastal landscapes sustainable management</p>						

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 EM's Environmental Impact Evaluation System and associated institutions regulations, laws and policy elements

<b>Component 3 Demonstrative landscapes</b>						
<b>Expected Result (outcome):</b>	<b>Indicators</b>	<b>Baseline</b>	<b>Mid-Term Target</b>	<b>Target upon Project Finalization</b>	<b>Source of Verification</b>	<b>Assumptions</b>
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	<i>xi) Area under Integrated land-use and restoration plans for conservation and sustainable use in the pilot watersheds</i>	There are only three restoration initiatives in the project area, two from the GEF Project <i>Support to Civil Society and Community Initiatives for Generating Global Environment Benefits</i> , and one from a Regional Development	- Vulnerable zones with degraded areas identified for recovery prioritization  At least 21,000 ha of pilot ecosystems with integrated management and restoration plans, formulated, revised and adapted to local conditions	At least 21,000 ha of pilot ecosystems with integrated land-use and restoration plans, are under implementation for maintaining, restoring and improving resilience of coastal landscapes and wetlands watersheds	National Restoration Strategy "Restoration Landscape" category obtained  Documents on integrated landscape programs and Implementation reports for public and private landholdings	The Municipalities, productive sectors and competent services are receptive regarding the usefulness of the tools proposed and are strengthened by the Project for promoting Conservation of biodiversity

<p>dimensions of livelihood options (agriculture, forestry, livestock, construction, tourism, infrastructure) and monitoring programs</p>		<p>Project. These initiatives give us demonstrative examples and methodologies for community base initiatives, but they are not integrated in the Land use planning of the region, and have limited coordination with local authorities, since their objectives are different from this project.</p>			<p>within the Project area.</p> <p><i>LDN Target and compliance review with National Focal Point (CONAF)</i></p>	<p>and anti-land degradation measures.</p>
	<p>xii) Number of sites applying programs for monitoring components of wetland basin health and biodiversity, with</p>	<p>The DGA, EM, and DIRECTEMAR have monitoring programs for wetlands with different indicators, but there is a lack of citizen</p>	<p>5 integrated programs for monitoring components of wetland basin health and biodiversity, formulated, and adapted to local conditions</p>	<p>5 pilot sites establish a program for monitoring components of wetland basin health and biodiversity, with participation of public institutions, local communities and the private sector.</p>	<p>Methodological Document of Monitoring - Reports of Monitoring Results</p>	<p>Communities and local stakeholders are interested in participating in land management planning and monitoring</p>

	participation of public institutions, local communities and the private sector.	participation and private sector and local government's involvement. Resulting in a lack of ownership from the community and even stolen instruments from the measurement points.				wetlands and their watersheds for BD conservation and commit to following monitoring and accounting protocols and methods.
	<i>xiii) Number of demonstrative applications of best practices in the following sectors: -housing development - infrastructure -agriculture -forestry -Tourism</i>	Productive and development practices are void of environmental criteria or best practices and mitigation actions, when related to wetlands and their watershed. Forestry and agricultural activities have best practice	At least one demonstration activity in each productive/development sector (5 in total) being planned with adoption of best environmental practices and criteria as expressed in component 2	At least one demonstrative activity in each productive/development sector (5 in total) being implemented in a pilot site, with adoption of best practices as expressed in component 2	-Satellite images for forestry, agriculture, livestock projects  -MOP, MINVU, MBN or SUBDERE tendering incorporate best environmental practices and criteria	Environmental considerations and good practices in productive sectors provide sufficient support for the conservation of coastal landscapes

		guidelines, but no with a direct focus on conserving wetlands and coastal landscapes			-Sustainable tourism projects obtaining Sustainability label of the National Tourism Service	
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)	<i>xiv) Number of Municipalities applying territorial planning instruments that integrates coastal ecosystem conservation</i>	There is a lack of biodiversity conservation objectives and practices integrated in the planning instruments used at the local level, where an integrated vision of the territory and its ecosystem services within activities that support ordering and planning of the coastal fringe is needed	At least 2 municipalities with municipal ordinances, or other territorial planning instrument (PROT, RENAMU, PRI, PLADECO, ZBC, ZOIT, PRC), with coastal landscape BD and LD considerations integrated and being applied	At least 4 municipalities with municipal ordinances, or other territorial planning instrument (PROT, RENAMU, PRI, PLADECO, ZBC, ZOIT, PRC), with coastal landscape BD and LD considerations integrated and being applied	Municipal ordinances or other territorial planning instruments	The regional political leaders commit to prioritizing issues of coastal ecosystem conservation.  There is interest on the part of local authorities and communities in conserving the biodiversity of their coastal ecosystems

3.3 Livelihood of coastal landscape smallholders are more resilient, diversified and strengthened	xv) Number of projects for diversification of sustainable economic activities	Alternatives for diversified production activities are not being made available efficiently	At least 3 projects with diversified productive activities or services implemented	At least 6 projects with diversified productive activities or services implemented	Documents of projects with description of diversified activities	The relevant authorities provide long-term support to groups interested in diversifying their productive activities.
	xvi) Number of women and men from communities associated with wetlands engaged in diversified productive activities, exclusively or in addition to their usual activities	Most of the communities' work on traditional production activities, there is a lack of capabilities for drawing up, and acquiring available regional funding for projects that include ecosystem services considerations	At least 10 men and 10 women from local communities are beneficiaries for diversification of economic activities	At least 20 men and 20 women from local communities are beneficiaries for diversification of economic activities	Documents of projects with financing given to the communities	Stakeholders from local communities are willing to explore alternative productive activities.
	xvii) Level of adoption of instruments promoted and strengthened	Local producers do not have access to green seals for services	At least 2 projects with EM green seal for coastal landscapes obtained	At least 6 projects with EM green seal for coastal landscapes obtained	Obtaining certification seal	There is interest on the part of local stakeholders for improving

	for certifying best productive practices in coastal landscapes (EM green seal for coastal landscapes)	produced d in a manner that is environmentally compatible with the coastal landscapes.				their productive systems and implementing best practices compatible with the Project's objectives.
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						

## Objectives Tree (Theory of Change)

A thorough problem analysis and Theory of Change exercise was performed for this project. The resulting flowchart with all its elements was so extensive that it was impossible to survey in the format of the present project document pages. It was therefore split in two parts presented in this appendix 15, the descriptive table containing the text and a condensed flowchart with abbreviations referring to the elements of the table.

### ToC Descriptive Table (Flowchart below)

Outputs	Outcomes	Drivers (D) & Assumptions (A)	Intermediate states (IS)	Impacts
<b>Component 1: Information management and outreach for mainstreaming sustainable coastal landscape management</b>				
Quantified ecological and socioeconomic assessment of Coastal landscapes including wetlands and adjacent watershed territories, with biodiversity inventory; Ecosystem Services Evaluation Report; definition of wetlands extension and buffer zones, Proposals for studies and programs on value added for watershed hydrological system;	1.1 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)	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  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	IS-1.1.1: Decision-makers and relevant stakeholders use more and better information on coastal wetlands in planning and decision-making  IS-1.1.2: The demand for information on wetlands by public services increases, and there is more press coverage on wetlands  IS-1.1.3: Monitoring system is being managed effectively to reduce threats and keep updated on coastal wetland	<b>**Enhanced conservation status of coastal landscapes of global environmental value of South-central Chile</b>  * Improved management of highly diverse coastal wetland watersheds for their
EM Wetlands 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				

<p>Outreach and dissemination strategy for mainstreamed BD conservation and SLM in coastal landscapes based on the systematization of Project tools, methodologies, outcomes and findings</p>			<p>priority conservation areas</p>	<p>conservation, sustainable use and recovery/maintenance of their ecosystem services</p>
<p><b>Component 2: Institutional and regulatory frameworks strengthened</b></p>				<p>*Reduced</p>
<p>Training Program developed and implemented for increased capacity of state institutions (EM, MINVU, MOP, MBN, Agriculture, Subdere, etc) professionals to incorporate BD and SLM considerations within landscape and mitigation approaches as well as improved management practices for coastal landscape sustainable management</p>	<p>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)</p>	<p>D-2.1.1: Exit strategies are developed to allow for continued training of professionals</p> <p>D-2.1.2: Long-term strategies are developed for sharing information and experiences between institutions</p> <p>A-2.1.1: Government institutions and their staff are willing to receive training on CW sustainable management</p>	<p>IS-2.1.1: Institutional capacity on the national level is established for the effective implementation of programs and projects of SM and Conservation of coastal ecosystems, guaranteeing interinstitutional coordination</p>	<p>threats to habitats of migratory species in different conservation status</p> <p>*Reduced pressure on Coastal landscapes natural resources that supports human activities of local importance</p>
<p>Systematization of tools for quantifying coastal landscape ecosystem and socioeconomic services, monitoring, and recovery for the purpose of efficient information management</p>		<p>A-2.1.2: Positive conditions are in place to share information and experiences with international institutions or organizations</p>	<p>IS-2.1.2: Tools and protocols managed effectively to address coastal wetlands priority conservation and development goals</p>	
<p>Interinstitutional coordination for knowledge management, synergies and cooperation in</p>				

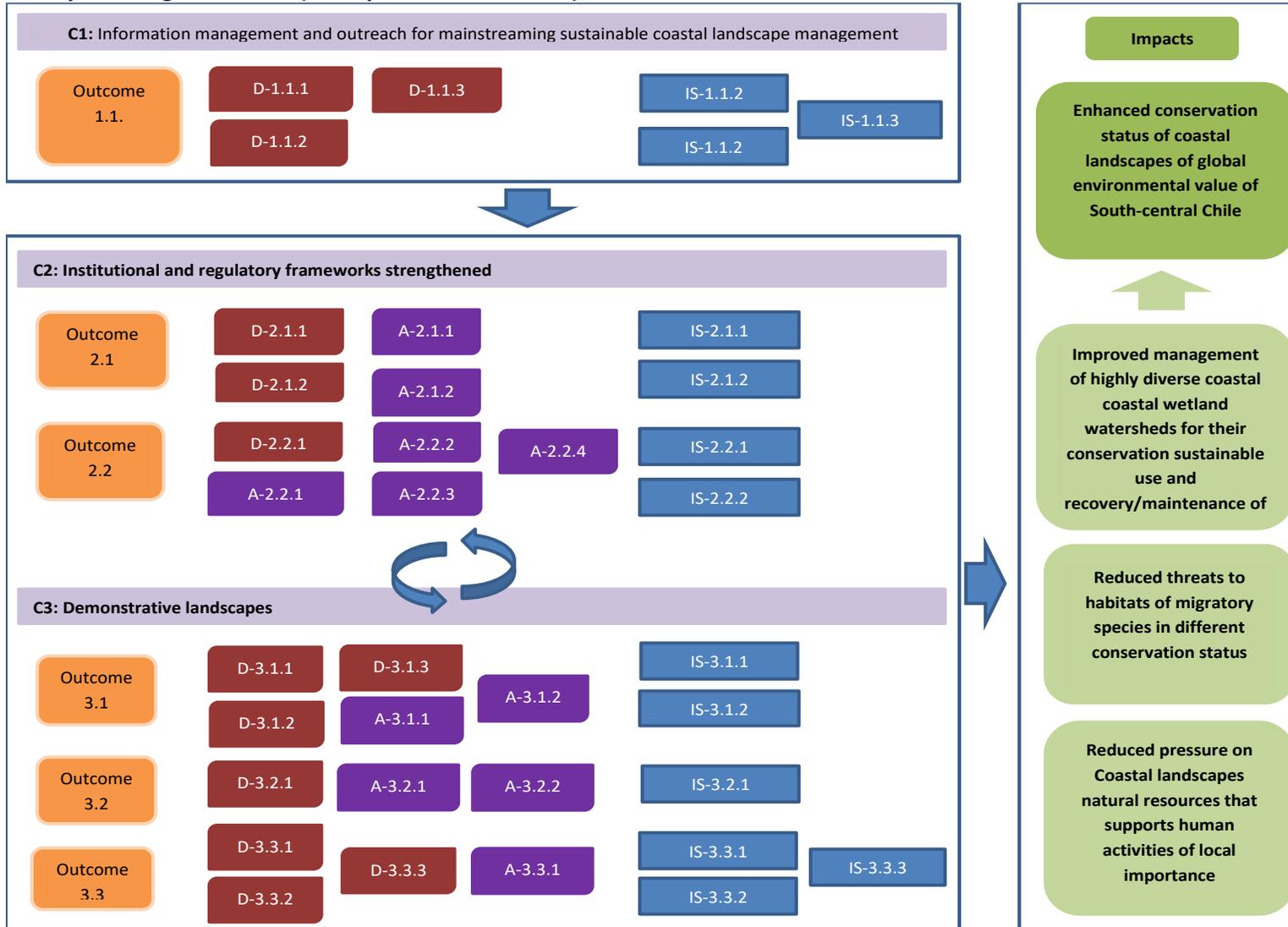
similar or complementary initiatives			
Criteria and environmental considerations for integrated sustainable land management and key BD conservation in coastal landscapes to be adopted by MINVU, MBN, MOP and Minagri	2.2 Incorporating regulations and criteria regarding BD conservation and SLM in coastal 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)	<p>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</p> <p>A-2.2.1: The compliance level of institutions and stakeholders involved is high</p> <p>A-2.2.2: National institutions and authorities are interested in learning from the demonstrative landscapes and general results of the Project</p> <p>A-2.2.3: The political and regulatory framework is strengthened with the approval of the SBPA law</p> <p>A-2.2.4: There are continuous policy priorities favourable to wetlands</p>	<p>IS-2.2.1: Coastal wetland sustainable management principles and regulatory framework are replicated and mainstreamed by associated institutions to other parts of Chile</p> <p>IS-2.2.2: Progress on the National Wetlands Action Plan, Committee participating actively in training</p>
Recommendations and criteria for BD conservation and SLM in coastal landscape management to be included in the EM's Environmental Impact Evaluation System and associated institutions			
<b>Component 3: Demonstrative landscapes</b>			

<p>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</p>	<p>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</p>	<p>D-3.1.1: Collaboration mechanisms are established between governmental institutions and the local communities for implementing conservation and SM programs</p> <p>A-3.1.1: Local communities, government institutions and local authorities get involved in participatory CW conservation and recovery projects</p> <p>D-3.1.2: There is a solid baseline in the demonstrative landscapes to elaborate participatory projects</p> <p>D-3.1.3: Investments and secured funds are sufficient for continuing and replicating the activities and programs carried out</p> <p>A-3.1.2: The private sector is receptive and willing to use CW protocols and sustainable management guidelines in their operations</p>	<p>IS-3.1.1: Degradation of the soil and of the coastal wetlands is reduced/prevented/avoided thanks to sustainable management of productive practices and monitoring in the pilots, resulting in effective replication models</p> <p>IS-3.1.2: The plans and programs implemented effectively address the threats and barriers that affect coastal ecosystems</p>
<p>On-the-ground implementation of selected SLM and BD conservation measures from guidelines and protocols for sustainable use of landscapes in pilot ecosystems</p>	<p>3.2 The associated institutions at the sub-national level recognize</p>	<p>D-3.2.1: Willingness is established in regional governments for utilizing</p>	<p>IS-3.2.1: Biodiversity and ecosystem services</p>
<p>Central Government, communities and other district-level stakeholders receive</p>			

<p>training in the development and implementation of integrated land-use planning and have the knowledge/experience necessary to continue the application of plans</p>	<p>and incorporate into their territorial planning, zoning and practices that include conservation, recovery and monitoring of BD conservation and SLM in coastal landscapes (adoption of new practices)</p>	<p>conservation indicators and CW prioritization in their territorial planning</p> <p>A-3.2.1: Regional political leaders are committed to prioritizing CW conservation issues</p> <p>A-3.2.2: There is interest on the part of local authorities and the community in conserving the biodiversity in their CW</p>	<p>considerations are integrated and are implemented in the territorial planning instruments and regional development programs</p>
<p>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</p>	<p>3.3 Livelihood of coastal landscape smallholders are more resilient, diversified and strengthened</p>	<p>D-3.3.1: Mechanisms are established to insure a favourable relationship between socioeconomic and conservation initiatives</p> <p>D-3.3.2: Interesting markets are identified for products from sustainable practices in coastal ecosystems</p> <p>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</p> <p>A-3.3.1: Environmentally friendly productive practices introduced by the Project are</p>	<p>IS-3.3.1: Improvement in access to markets for ecologically friendly products motivates local stakeholders to apply best practices</p> <p>IS-3.3.2: The ecosystem services provided by coastal wetlands are protected, improving the resilience of the ecosystems and of life support</p> <p>IS-3.3.3: Financial mechanisms and</p>

		sufficiently competitive compared with other more destructive practices	instruments are replicated in other coastal ecosystems	
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**Theory of Change Flowchart (description in table above)**



## **11. Executing Arrangements**

### Implementing Agency

UN Environment, as an implementing Agency of the GEF, will be responsible for overall Project supervision to ensure consistency with GEF and UN Environment policies and procedures and will provide guidance on links with related UN Environment and GEF-funded activities. The UN Environment will be in charge of monitoring and evaluation, including supervision of the midterm and final evaluations, and revising and approving quarterly, semester and annual reports (both financial and technical). It will as well offer guidance regarding global environmental benefits (GEB), analysis and technical support in pertinent fields, and other liaison and coordinating actions necessary for correct Project implementation.

### National Competent Authority (EM)

This Project is directed by the Environment Ministry (EM), which will act as national competent authority, in alliance with the implementing agency (UN Environment) and the funds management agency, which will provide administrative support to the Project through the implementing agency.

The Environment Ministry will be in charge of guaranteeing correct Project execution, coordination, monitoring and evaluation of Project objectives' fulfilment. For this purpose, The Head of the Natural Resources Division will be the Project Director (PD), and he/she will designate one of their staff professionals from the Aquatic Ecosystem Department of the Natural Resources Division, as the Project Operational Coordinator (POC), who will be the Environment Ministry's representative and will provide technical guidance for the different Project components, coordinate with the National Project Coordinator (NPC), the Regional Representatives (RR) of the EM, and select executing staff as well as every consultancy which is necessary for fulfilling the Project's goals. On the local level, the CTL's will be headed by the EM SEREMI's of each region, and will designate a Regional Representative (RR) for the Project, who will supervise the fulfilment of activities, targets and outcomes in each region's pilot implementation, as well as supervising and coordinating activities with the Local Coordinator (CL) from the Project Management Unit (PMU) and of the activities to be carried out with the CTL's in each region.

The funds management agency designated by the Environment Ministry, in its administration support role, will be in charge of accounting and administrating the Project's funds, hiring of the executing team and consultants defined by the Ministry (see internal structure in "10. Legal Instruments of National and International Character" in Appendix 17). In addition, this institution will be in charge of the acquisition of all goods and services necessary for accomplishing the Project's objectives. This institution will act under coordination by the implementing agency, and all contracts and acquisitions will be approved by both the Ministry and the implementation agency.

### Project Management Unit (PMU)

The Project Management Unit (PMU) will be responsible for operational planning, managing the budget and the execution of all Project activities according to the ProDoc, as well as drafting terms of reference and selecting the necessary consultancies and consultants. It will prepare the coordination meetings with the different partners and the PSC, National Technical Committee (NTC) and the Local

Coordinators, as well as the Project's annual plans, evaluation and monitoring reports and others as needed. The PMU will consist of the National Project Coordinator (PC), who will work in coordination with the EM's OC, the 5 Local Coordinators (LC's), one for each of the 5 pilot regions, and these will work in coordination with the Regional Representatives (RR) of the EM (SEREMI's) in each region, together with an administrative assistant.

The main function of the National Project Coordinator (PC) will be to execute all the activities necessary for full Project execution and implementation. The PC will coordinate with the implementing and executing agencies and will be in charge of the Project's technical and administrative direction, coordination and operational planning, together with supervising the Local Coordinators (LC's), the administrative assistant, and both national and regional consultancies.

The Administrative Assistant will provide support to the PC and division coordinators in all administrative matters associated with Project execution. He/she will be in charge of organizing meetings or other activities, hiring services by PMU mandate, keeping the PC agenda, keeping meeting minutes, coordinating PMU activities at the local level, calling meetings and confirmations, receiving and distributing mail, among other functions.

The Project Local Coordinators (LC's) will be in charge of executing and monitoring all activities in the pilot landscapes, coordinating with the ER, the Local Technical Committees (LTC's) as well as the pertinent external consultants, providing technical assistance, supervising fulfilment of the targets for each area and liaising with the PC. The LC's will act under the supervision and coordination of the PC and the OC, and his/her selection will be carried out by an evaluation team comprised of representatives of the PC, OC, PD and the implementation agency.

### Project Committees

From the PIF phase, a directing board was created, incorporating different governmental institutions, in order to include the main stakeholders involved in the management of coastal ecosystems, incorporating their opinions and agreements. In the same manner, for the execution stage, a **Project Steering Committee (PSC)** will be established, presided by the EM's Project Director and coordinated by the NPC and POC. The PSC will consist of representatives of the Environment Ministry and UN Environment, of the Ministries of Agriculture (MINAGRI), Public Property (MBN), Housing and Urbanization (MINVU), the State Under-Secretariat (Subdere), and Port Works Department (DOP) and General Waters Department (DGA) from the Ministry of Public Works (MOP) and the Operational Focal Point (OFP) as observer (see details of the external structure in Appendix 10), and they will meet at least once a year. The PSC's main functions will be to assure compliance with the Project's objectives, provide political support for the implementation of new or revised policies, offer strategic guidance, collaborate in interinstitutional coordination, and guarantee the active participation and compliance with the commitments acquired by the institutions they represent, together with the approval of the annual work plans and budget.

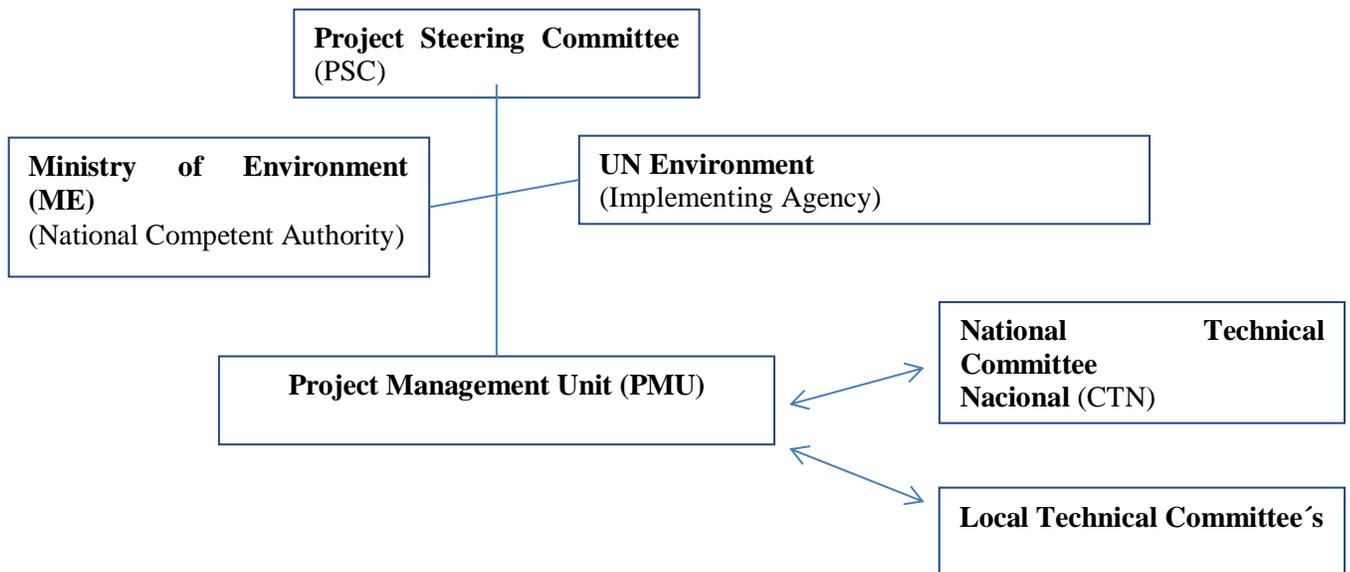
A **National Technical Committee (NTC)** will be established, made up of the members of the National Wetlands Committee (CNH), in itself established by CONAF, SAG, MINREL, Mining Ministry, Public Property Ministry, Maritime Sub-Secretariat, Fisheries Sub-Secretariat, SERNAPESCA, DGA, DIRECTEMAR, CNR, as well as the Housing and Urbanization Ministry, Subdere, Tourism and the DOP, that although not a part of the CNH, have a role and mandate regarding coastal ecosystems making their participation in the NTC vital. This NTC will provide technical support to the Project's

Management Unit in the implementation of its activities, its main role being Project advisor on technical matters. The NTC will meet at least 4 times a year and will be presided by the OC and the PC, the OFP attending as observer.

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

Overall, the Project partners, members of the PSC, NTC and LTC's, will contribute to implementation of the different activities included in the Project, co-financing initiatives in all three components, as well as providing information, technical and institutional support, and assistance in implementing pilot projects. Their collaboration will be formalized through agreements whose duration will extend through the five years of Project execution (2019-2024).

This Project will operate under the supervision and conduction of Chile's Environment Ministry, who will act as National Competent Authority, and UNEP as the Implementing Agency. The ME will preside over the Project Steering Committee (PSC) through a Ministry director-level staff member. The PSC will be made up of representatives of UNEP, the Port Works Department and the General Water Department of the Ministry of Public Construction, the Ministry of Housing and Urbanization, the Ministry of Public Property, the Ministry of Agriculture and the Under Ministry for Regional Development.



## 12. Project Cost and Financing

<b>Cost to the GEF Trust Fund</b>	<b>5,146,804</b>	<b>20.5</b>
<b>Co-financing Cash</b>		<b>%</b>
EM (Ministry of Environment)	6,654,000	26.5
MINVU (Ministry of Housing and Urbanization)	583,333	2.3
MOP –DGA (General Water Department)	48,333	0.2
MOP – DOP (Port Works Department)	9,016,667	35.9
MBN (Ministry of Public Property)	99,289	0.4
MINAGRI (Ministry of Agriculture)	880,416	3.5
SUBDERE (Under ministry for regional development)	102,667	0.4
Arauco Forest Company	63,333	0.3
Audubon International	205,000	0.8
Centro Neotropical de Entrenamiento en Humedales	143,136	0.6
<b>Sub-total Cash</b>	<b>17,796,174</b>	<b>70.8</b>
<b>Co-financing In-kind</b>		
EM (Ministry of Environment)	848,900	3.4
MOP –DGA (General Water Department)	12,500	0.0
MOP – DOP (Port Works Department)	40,000	0.2
MBN (Ministry of Public Property)	512,567	2.0
MINAGRI (Ministry of Agriculture)	45,833	0.2
SUBDERE (Under ministry for regional development)	116,667	0.5
Arauco Forest Company	11,667	0.0
Audubon International	295,000	1.2
Centro Neotropical de Entrenamiento en Humedales	312,682	1.2
<b>Sub-total In-kind</b>	<b>2,195,816</b>	<b>8.7</b>
<b>Sub-total Co-financing</b>	<b>19,991,990</b>	<b>79.5</b>
<b>Total Project Cost</b>	<b>25,138,794</b>	<b>100.0</b>

## ANNEX

### Annex 1:

#### Tools, Templates and Guidance Notes for use in the Review

The tools, templates and guidance notes listed in the table below are available from the UNEP Evaluation Office ([cecilia.morales@un.org](mailto:cecilia.morales@un.org)) and are intended to help Task Managers and Review Consultants to produce review products that are consistent with each other and which contribute to UNEP results reporting. (Three key templates are also attached below). This suite of documents is also intended to make the review process as transparent as possible so that all those involved in the process can participate on an informed basis. It is recognised that the review needs of projects and portfolio vary and adjustments may be necessary so that the purpose of the review process (broadly, accountability and lesson learning), can be met. Such adjustments should be decided between the Task Manager and the Review Consultant in order to produce review reports that are both useful to project implementers and that produce credible findings.

<b>Document Name</b>
<b>Evaluation Ratings Table</b> ( <i>see below</i> )
Weighting of Ratings (excel sheet)
Matrix Describing Ratings by Criteria
<b>Structure and Contents of the Inception Report</b> ( <i>see below</i> )
Guidance on Stakeholder Analysis
Use of Theory of Change in Project Evaluations
Possible Evaluation Questions
<b>Structure and Contents of the Main Review Report</b> ( <i>see below</i> )
Cover Page, Prelims and Style Sheet for Main Review Report
Financial Tables
Template for the Assessment of the Quality of the Review Report (this will be completed by the UNEP Evaluation Office and annexed to the Review Report)

## Annex 2: Evaluation Ratings Table

The review will provide individual ratings for the evaluation criteria described in the table below. The Evaluation Office website (<https://www.unenvironment.org/about-un-environment/evaluation/our-evaluation-approach>) holds all support tools, templates and guidance notes mentioned below.

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 from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). A Ratings Matrix is available to support a common interpretation of points on the scale for each evaluation criterion. These ratings are 'weighted' to derive the Overall Project Rating (see 'Weighting of Ratings' on the Evaluation Office website).

In the conclusions section of the Main Mid Term Review Report, ratings will be presented together in a table, with a brief justification for each rating, cross-referenced to findings in the main body of the report.

Criterion <i>(Enter each rating into the Weighting of Ratings table to arrive at the rating for each criterion and the overall project rating)</i>	Summary Assessment	Rating
<b>A. Strategic Relevance</b>		<b>HS → HU</b>
1. Alignment to UNEP's MTS and POW		HS → HU
2. Alignment to Donor/GEF strategic priorities		HS → HU
3. Relevance to regional, sub-regional and national environmental priorities		HS → HU
4. Complementarity with existing interventions		HS → HU
<b>B. Effectiveness<sup>17</sup></b>		<b>HS → HU</b>
1. Availability of outputs		HS → HU
2. Achievement of project outcomes		HS → HU
3. Likelihood of impact		HL → HU
<b>C. Financial Management</b>		<b>HS → HU</b>
1. Adherence to UNEP's policies and procedures		HS → HU
2. Completeness of project financial information		HS → HU
3. Communication between finance and project management staff		HS → HU
<b>D. Efficiency</b>		<b>HS → HU</b>
<b>E. Monitoring and Reporting</b>		<b>HS → HU</b>
2. Monitoring of project implementation		HS → HU
3. Project reporting		
<b>F. Sustainability</b> <i>(the overall rating for Sustainability will be the lowest rating among the three sub-categories)</i>		<b>HL → HU</b>
1. Socio-political sustainability		HL → HU
2. Financial sustainability		HL → HU
3. Institutional sustainability		HL → HU
<b>G. Factors Affecting Performance and Cross-Cutting Issues<sup>18</sup></b>		<b>HS → HU</b>
1. Preparation and readiness		HS → HU
2. Quality of project management and supervision <sup>19</sup>		HS → HU
3. Stakeholders participation and cooperation		HS → HU
4. Responsiveness to human rights and gender equity		HS → HU
5. Environmental, social and economic safeguards		HS → HU
6. Country ownership and driven-ness		HS → HU
7. Communication and public awareness		HS → HU

<sup>17</sup> Where a project is rated, through the assessment of Project Design Quality template during the review inception stage as facing either an Unfavourable or Highly Unfavourable external operating context, ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Review Consultant and Project Manager together. Any adjustments must be fully justified.

<sup>18</sup> While ratings are required for each of these factors individually, they should be discussed within the Main Review Report as cross-cutting issues as they relate to other criteria. Note that catalytic role, replication and scaling up are expected to be discussed under effectiveness if they are a relevant part of the TOC.

<sup>19</sup> 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, as the Implementing Agency.

<b>Criterion</b> <i>(Enter each rating into the Weighting of Ratings table to arrive at the rating for each criterion and the overall project rating)</i>	<b>Summary Assessment</b>	<b>Rating</b>
<b>Overall Project Rating</b>		<b>HS → HU</b>

**Annex 3: Guidance on the Structure and Contents of the Mid Term Review Inception Report****Guidance on the Structure and Contents of the Review Inception Report***(NOTE: This report should be written as original text and not copied from the TOR)*

Section	Notes	Data Sources	Recommended no. pages
<b>Preliminary pages</b>	Review and complete (where necessary) the Project Identification Table that was in the Terms of Reference.	TOR, ProDoc, PM	1
<b>1. Introduction</b>	<p><i>Summarise:</i></p> <p>Purpose and scope of the review (<i>eg learning/accountability and the project boundaries the review covers</i>)</p> <p>Project problem statement and justification for the intervention.</p> <p>Institutional context of the project (<i>MTS, POW, Division, umbrella etc</i>)</p> <p>Target audience for the review findings.</p>	TOR and ProDoc	1
<b>2. Project outputs and outcomes</b>	<p>Confirm the formulation of planned project outputs and expected outcomes. <i>The project should be assessed against its intended results, but these may need to be rephrased, re-aligned etc. Where the articulation of the project's results framework, including outputs, outcomes, long term impacts and objectives/goals, needs to be revised, a table should be provided showing the original version and the revisions proposed for use in the review.</i></p> <p><b><i>SPECIFY WHICH GEF CORE INDICATOR TARGETS WERE IDENTIFIED AT CEO ENDORSEMENT/APPROVAL (For projects approved prior to GEF-7 these will be identified retrospectively and progress against them assessed).</i></b></p>	ProDoc, Revision documents, consultation with Project Manager (PM)	1 /2
<b>3. Review of project design</b>	<p>Complete the template for assessment of Project Design Quality, including ratings, and present as an annex (<a href="#">template available</a>)</p> <p>Summarise the project design strengths and weaknesses within the body of the inception report.</p>	Project document and revisions, MTE/MTR if any	1 page narrative and completed assessment of PDQ template
<b>4. Stakeholder analysis<sup>20</sup></b>	Identify key stakeholder groups and provide an analysis of the levels of influence and interest each stakeholder group has over the project outcomes. Give due attention to gender and under-represented/marginalised groups. ( <a href="#">guidance note available</a> )	Project document Project preparation phase. PM	1
<b>5. Theory of Change</b>	The Project Design document should have a Theory of Change. Review and revise (or reconstruct) the Theory	Project document narrative,	Diagram and up to 2 pages of narrative

<sup>20</sup> Evaluation Office of UNEP identifies stakeholders broadly as all those who are affected by, or who could affect (positively or negatively) the project's results. At a disaggregated level key groups should be identified, such as: implementing partners; government officials and duty bearers (e.g. national focal points, coordinators); civil society leaders (e.g. associations and networks) and beneficiaries (e.g. households, trade speople, disadvantaged groups, members of civil society etc).

	<p>of Change at Review Inception<sup>21</sup> (<i>TOC at Review Inception</i>) based on project documentation, formal revisions, annual reports etc. Present this TOC as a one-page diagram, where possible, and explain it with a narrative, including a discussion of the assumptions and drivers (<i>guidance note and samples available</i>). Identify aspects of the <i>TOC at Review Inception</i> that need to be explored further during the review process with the project team and stakeholders.</p> <p>Note if the needs of different groups (vulnerable, gender groups etc) need to be reflected in the TOC</p> <p>Identify any key literature/seminal texts that establish cause and effect relationships for this kind of intervention at higher results levels (eg benefits of introducing unleaded fuel)</p>	logical framework and budget tables. Other project related documents.	
<b>6. Review methods</b>	<p>Describe all review methods (<i>especially how sites/countries will be selected for field visits or case studies; how any surveys will be administered; how findings will be analysed etc</i>)</p> <p>Methods to ensure that potentially excluded groups (excluded by gender, vulnerability or marginalisation) are reached and their experiences captured effectively, should be made explicit in this section.</p> <p>Summarise data sources/groups of respondents and method of data collection to be used with each (<i>e.g skype, survey, site visit etc</i>)</p> <p>Create a review framework that includes detailed review questions linked to data sources. <u>Note that the Evaluation Office provides a matrix for rating each of its evaluation criteria.</u> Include any new questions raised by review of Project Design Quality and TOC analysis. Present this as a table/matrix in the annex (<i>samples available</i>)</p> <p>Design draft data collection tools and present in the annex (<i>eg interview schedules, questionnaires etc</i>)</p>	Review of all project documents.	1 page narrative. The review framework as a matrix and draft data collection tools as annexes.
<b>7. Team roles and responsibilities</b>	Describe the roles and responsibilities among the review team, where appropriate		½
<b>8. Review schedule</b>	<p>Provide a revised timeline for the overall review (<i>dates of travel and key review milestones</i>)</p> <p>Tentative programme for site/country visits</p>	Discussion with PM on logistics	½ (table)
<b>9. Learning, communication and outreach</b>	<p>Describe the approach and methods that will be used to promote reflection and learning through the review process (<i>eg opportunities for feedback to stakeholders; translation needs etc</i>)</p> <p>See EOU website (<a href="https://www.unenvironment.org/about-un-">https://www.unenvironment.org/about-un-</a></p>	Discussions with the PM	½

<sup>21</sup>The project's *TOC at Evaluation Inception* is prepared during the inception phase of the evaluation and refined during the evaluation process to become the *TOC at Evaluation*. For the *TOC at Evaluation Inception* the evaluation team will need to examine the result statements and their causal logic from the project logframe and the drivers and assumptions from the narrative sections from the ProDoc (in particular from the critical success factors and risks sections). Stakeholder roles may be available from the description of the project intervention and the stakeholder and partner analysis sections.

	<a href="#">environment/evaluation</a> ) for examples of Evaluation Briefs - 2-page summaries of main findings.		
<b>TOTAL NARRATIVE PAGES</b>			<b>8-12 pages, plus annexes</b>
<b>Annexes</b>	<ul style="list-style-type: none"> <li>A - Review Framework</li> <li>B - Draft data collection tools</li> <li>C - Completed assessment of the Project Design Quality</li> <li>D - List of documents and individuals to be consulted during the main review phase</li> <li>E - List of individuals and documents consulted for the inception report</li> </ul>		



**Annex 4: Guidance on the Structure and Contents of the Main Mid Term Review Report**

*NOTE: Review Consultants are kindly advised to refer the reader to paragraphs in different parts of the report instead of repeating material.*

<p><b>Preliminaries</b></p>	<p><i>Title page</i> – Name and ID number of the evaluated project, type of evaluation (mid-term review), month/year evaluation report completed, UNEP logo. Include an appropriate cover page image.</p> <p><i>Disclaimer text-</i> ‘This report has been prepared by an independent Review Consultant and the findings and conclusions expressed herein do not necessarily reflect the views of UNEP or its staff.’</p> <p><i>Acknowledgements</i> – This is a maximum of two paragraphs.</p> <p><i>Short biography of the consultant(s)</i> – giving relevant detail of experience and qualifications that make the consultant a suitable candidate for having undertaken the work. <b>(Max 1 paragraph)</b></p> <p><i>Contents page</i> – including chapters, tables and annexes</p> <p><i>Abbreviations table</i> – only use abbreviations for an item that occurs more than 3 times within the report. Introduce each abbreviation where it appears first in the report and ensure it is in the abbreviations table. Where an abbreviation has not been used recently in the text, provide its full version again. The Executive Summary should be written with <u>no</u> abbreviations.</p> <p><i>Paragraph numbering</i> – All paragraphs should be numbered, starting from the Executive Summary</p> <p><i>Header/footer</i> – Name of evaluated project, type of evaluation and month/year evaluation report completed. Page numbers, header and footer do not appear on the title page</p>
<p><b>Project Identification Table</b></p>	<p>An updated version of the Project Identification Table</p>
<p><b>Executive Summary</b> <i>(Kindly avoid all abbreviations in the Executive Summary)</i></p> <p><i>Start numbering paragraphs from the Executive Summary.</i></p>	<p>The Executive Summary should be able to stand alone as an accurate summary of the main review product. It should include a concise overview of the review object; clear summary of the review objectives and scope; overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the evaluation ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic evaluation questions) and selected lessons learned and recommendations. <b>(Max 4 pages)</b></p>
<p><b>I. Project Overview</b> <i>(describe the Evaluand)</i></p>	<p>Provide an overview of the project, covering, <i>inter alia</i>:</p>
	<ul style="list-style-type: none"> <li>• its institutional context within UNEP (where managed from etc)</li> <li>• <b>implementation structure (with diagram)</b></li> <li>• the problem/issue the project aims to address</li> <li>• project parameters for the review (start and end date; geographic reach; total budget etc)</li> <li>• <b>project results framework</b> - Theory of Change diagram to be included under Review findings below (<i>justify any revisions to the formulation of results statements to conform to UNEP definitions and/or international standards</i>)</li> <li>• description of targeted groups/stakeholders and their relationship with the project (<b>including, stakeholder analysis diagram</b>)</li> <li>• any major and agreed changes to the project (e.g. formal revisions, additional funding etc)</li> <li>• any external challenges faced by the project (eg conflict, natural disaster, political upheaval etc)</li> </ul>

	<ul style="list-style-type: none"> <li>financial tables ((a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing)</li> </ul> <p><b>(Max 3 pages)</b></p>
<b>II. Review Methods</b>	<p>This section is the foundation for the review’s credibility, which underpins the validity of all its findings.</p> <p>The section should include: a description of review methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation, including different gender groups; details of how data were verified (e.g. triangulation, review by stakeholders etc). The methods used to analyse data (e.g. scoring; coding; thematic analysis etc) should be described.</p> <p>It should also address limitations to the review such as: low or imbalanced response rates across different groups; extent to which findings can be either generalised to wider review questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome.</p> <p>Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected and strategies used to include the views of marginalised or potentially disadvantaged groups and/or divergent views. <b>(Max 2 pages)</b></p>
<b>III. Review Findings</b>	
<b>**Refer to the TOR for descriptions of the nature and scope of each criterion**</b>	<p>This chapter is organized according to the evaluation criteria presented in the TORs and reflected in the evaluation ratings table. The Review Findings section provides a summative analysis of all triangulated data relevant to the parameters of the criteria. Review findings should be objective, relate to the review objectives/questions, be easily identifiable and clearly stated and supported by sufficient evidence. This is the main substantive section of the report and incorporates indicative evidence<sup>22</sup> as appropriate.</p> <p>“Factors Affecting Performance” should be discussed as appropriate in each of the evaluation criteria as cross-cutting issues. Ratings are provided at the end of the assessment of each evaluation criterion and the complete ratings table is included under the conclusions section, below.</p> <p><u>Evaluation Criteria:</u></p> <ul style="list-style-type: none"> <li>A. Strategic Relevance</li> <li>B. Effectiveness (includes availability of outputs, achievement of project outcomes and likelihood of impact within the context of the Theory of Change - <b>include TOC diagram</b>)</li> <li>C. Financial Management</li> <li>D. Efficiency</li> <li>E. Monitoring and Reporting</li> <li>F. Sustainability</li> </ul> <p><b>(Max 15 pages)</b></p>
Factors Affecting Performance	<p>These factors are not discussed in stand-alone sections but are <b>integrated in criteria A-F as appropriate</b>. A rating is given for each of these factors in the Project Performance Ratings Table.</p>
<b>IV. Conclusions and Recommendations</b>	
A. Conclusions	<p>This section should summarize the main conclusions of the review following a logical sequence from cause to effect. The conclusions should highlight the main strengths and weaknesses of the project, preferably starting with the positive achievements and a short explanation of how these were achieved, and then moving to the less successful</p>

<sup>22</sup> This may include brief quotations, anecdotal experiences, project events or descriptive statistics from surveys etc. The anonymity of all respondents should be protected.

	<p>aspects of the project and explanations as to why they occurred. Answers to the key strategic evaluation questions, <b>including an answer to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal</b>, should be provided. All conclusions should be supported with evidence that has been presented in the evaluation report and can be cross-referenced to the main text using paragraph numbering. The conclusions section should end with the overall assessment of the project, followed by the ratings table.</p> <p>Conclusion section should have a table summarizing the findings of the following questions:</p> <ul style="list-style-type: none"> <li>a) What is the performance at the project’s mid-point against Core Indicator Targets?</li> <li>b) What has been the progress, challenges and outcomes regarding engagement of stakeholders in the project/program?</li> <li>c) What has been the progress, challenges and outcomes regarding gender-responsive measures and any intermediate gender result areas?</li> <li>d) What has been the experience at the project’s mid-point against the Safeguards Plan submitted at CEO Approval?</li> <li>e) What has been the progress, challenges and outcomes regarding the implementation of the project's Knowledge Management Approach, including: Knowledge and Learning Deliverables</li> </ul> <p>The conclusions section should not be a repeat of the Executive Summary but focuses on the main findings in a compelling story line that provides both evidence and explanations of the project’s results and impact. <b>(Max 2 pages)</b></p>
<p>B. Lessons Learned</p>	<p>Lessons learned should be anchored in the conclusions of the review, with cross-referencing to appropriate paragraphs in the review report where possible.</p> <p>Lessons learned are rooted in real project experiences, i.e. based on good practices and successes which could be replicated in similar contexts. Alternatively, they can be derived from problems encountered and mistakes made which should be avoided in the future. Lessons learned must have the potential for wider application (replication and generalization) and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.</p> <p>Specific lessons on how human rights and gender equity issues have been successfully integrated into project delivery and/or how they could have been taken into consideration, should be highlighted.</p>
<p>C. Recommendations</p>	<p>All recommendations should be anchored in the conclusions of the report, with paragraph cross-referencing where possible.</p> <p>Recommendations are proposals for specific actions to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results. They should be feasible to implement within the timeframe and resources available (including local capacities), specific in terms of who would do what and when, and set a measurable performance target in order that the project team/Head of Branch/Unit can monitor and assess compliance with the recommendations.</p> <p>It is suggested that a succinct and actionable recommendation is stated first and is followed by a summary of the finding which supports it. In some cases, it might be useful to propose options, and briefly analyse the pros and cons of each option. Specific recommendations on actions that could be taken within the available time and resources to ensure the delivery of results relevant to human rights and gender equity should be highlighted.</p> <p>In cases where the recommendation is addressed to a third party, compliance can only be monitored and 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</p>

	<p>an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance.</p> <p>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.</p>
<p><b>Annexes</b></p>	<p>These may include additional material deemed relevant by the Review Consultant but must include:</p> <ol style="list-style-type: none"> <li>1. Response to stakeholder comments received but not (fully) accepted by the Review Consultant, where appropriate.</li> <li>2. List of respondents</li> <li>3. List of documents consulted</li> <li>3. Review itinerary, containing the names of locations visited and the names (or functions) and of people met/interviewed. <i>(A list of names and contact details of all respondents should be given to the Project Manager for dissemination of the report to stakeholders but contact details should not appear in the report).</i></li> <li>4. Summary of co-finance information and a statement of project expenditure by activity or component</li> <li>5. Any communication and outreach tools used to disseminate results (e.g. power point presentations, charts, graphs, videos, case studies, etc.)</li> <li>6. Any documents provided to implement the Safeguards Plan</li> <li>7. Brief CVs of the consultants</li> <li>8. Mid Term Review TORs (without annexes).</li> </ol>