

# Final Report

## Mid-Term Project Review

Mainstreaming biodiversity conservation and sustainable landscape management of watersheds containing wetlands within Chile's South Center Biodiversity Hotspot through reformed coastal planning frameworks.

GEF ID: 9766



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## ACRONYMS AND ABBREVIATIONS

<b>ASMAR</b>	Shipyards and Shipyards of the Navy
<b>BD</b>	Biodiversity
<b>CONAF</b>	National Forestry Corporation
<b>DAEM</b>	Municipal Education Department
<b>GEF</b>	Global Environment Facility
<b>LAC</b>	Latin America and the Caribbean
<b>MBN</b>	Ministry of National Assets
<b>MINAGRI</b>	Ministry of Agriculture
<b>MINVU</b>	Ministry of Housing and Urban Development
<b>MMA</b>	Ministry of Environment
<b>MOP</b>	Ministry of Public Works
<b>SLM</b>	Sustainable Land Management
<b>M&amp;E</b>	Monitoring and Evaluation
<b>PC</b>	Coastal Landscapes
<b>UNEP</b>	United Nations Environment Programme
<b>RMT</b>	Mid-Term Review
<b>NRNR</b>	Natural Resources
<b>SAG</b>	Agricultural and Livestock Service
<b>SECPLAC</b>	Secretary of Communal Planning
<b>SEREMI</b>	Regional Ministerial Secretary
<b>SERNAPESCA</b>	National Fishing Service
<b>SERNATUR</b>	National Tourism Service
<b>SIMBIO</b>	Biodiversity Information and Monitoring System
<b>SNASPE</b>	National System of Areas Protected by the State
<b>UNDAF</b>	United Nations Development Cooperation Framework (UNDAF)

## **EXECUTIVE OVERVIEW**

- RE1. The executive summary of the final report of the Mid-Term Review (hereinafter RMT) of the project "Mainstreaming biodiversity conservation and sustainable landscape management of watersheds containing wetlands within Chile's South Center Biodiversity Hotspot through reformed coastal planning frameworks" -hereinafter the "Project" or "GEF Wetlands" interchangeably- is presented.
- RE2. The GEF Wetlands in an initiative financed by the Global Environment Facility (GEF) in the amount of US\$5,146,804 and co-financed by various private and governmental entities for an amount equivalent to US\$19,991,990, for a total budget of US\$25,138,794.
- RE3. The United Nations Environment Program (UNEP) is in charge of implementation and the Ministry of the Environment (MMA) is responsible for execution in association with different State institutions at the national, regional and local levels.
- RE4. The project is expected to last 60 months, covering the period from November 2019 to October 2024.
- RE5. The objective of the RMT was to conduct an independent assessment of the strategic relevance of the design and actions implemented by the Project, its effectiveness in achieving outputs, outcomes and objectives, the efficiency in the use of resources, the factors that may have affected the Project's performance, the incorporation of cross-cutting perspectives and the likelihood that the effects obtained will be sustained once funding ceases (sustainability). The above, with the purpose of extracting lessons learned and recommendations aimed at improving the execution of the Project for the remaining period of its implementation.

## **MAIN FINDINGS BY EVALUATION CRITERIA**

### **Strategic Relevance**

- RE6. In accordance with the Prodoc, the Project has been coherent and has contributed to the fulfillment of biodiversity focal area objective 4 and land degradation focal area objective 3 as described in the GEF- 6 programming document.
- RE7. The design and mid-term results of the Project are in line with the priorities of the Chilean State regarding climate change and the sustainable management of wetlands and their basins.
- RE8 The Project is consistent with UNEP's strategic priorities, the United Nations Development Cooperation Framework (UNDAF) and the 2030 Agenda for Sustainable Development.
- RE9 The Project's strategies have responded satisfactorily to the needs and interests of the beneficiary groups; the promotion of a sectoral and intersectoral balance between social development, sustained and inclusive economic growth and sustainable management of natural resources and ecosystems, has resulted in producers, environmental groups, community organizations, companies, NGOs, local governments and the Chilean State sector feeling represented, interested and seeking alternative solutions to their needs in and with the Project.

RE10. Confirming and due to its high strategic relevance, the Project has generated synergies and fostered complementary relationships with close to one hundred governmental and private institutions, as well as with national and foreign non-governmental organizations, together with social and community organizations.

### **Effectiveness**

RE11. The mid-term targets associated with the outcome indicators have been largely achieved; most of them far exceed what was planned, even reaching some of the targets foreseen for the end of the Project.

RE12. The implementation of the Project has contributed to the conservation of wetlands in Chile. The recovery of coastal landscapes and the promotion of local development in the pilot sites, although in process, has not yet shown tangible results.

RE13. As a result of the Project, public officials, decision makers and other stakeholders at the regional and local levels have been sensitized, provided with information and trained on the importance of biodiversity conservation and restoration.

RE14. Individual, institutional and systemic capacities on integrated approaches to biodiversity conservation and sustainable land management have been strengthened as a result of Project implementation.

RE15. The pilot ecosystems have developed products and promoted good quality integrated planning processes. The appropriation and institutionalization, as well as the systematization and management of the evidence generated, will be key to amplify the replicability of these initiatives.

### **Efficiency**

RE16. Financial and operational resources have been sufficient and available to implement the Project's strategy with quality and on time.

RE17. The Sendero de Chile Foundation's management of the budget is satisfactory; it has been agile in disbursements and has maintained fluid communication with the Project's coordination and administrative support staff.

RE18. The organizational structure and the profile of the professional team is adequate and high respectively, facilitating an efficient implementation of the Project's strategy.

RE19. The project showed good responsiveness and adaptability to the mobility restrictions imposed by the Covid-19 health crisis.

### **Factors that have affected project performance**

RE20. The vertical intervention logic is well designed; the formulated results chain (activities-outputs-results-objectives) is coherent; the different components clearly point towards the achievement of the effects and impacts sought in the medium and long term, respectively.

RE21. The horizontal logic is also consistent. The designed indicators and associated targets are measurable, time-bound, relevant, specific and achievable.

RE22. The MMA, as executing agency, has satisfactorily performed the basic functions and has complied with the minimum quality standards required and described by the GEF. In addition,

accountability, use of funds, procurement and contracting have been carried out in a timely manner and with due probity and transparency.

RE23. UNEP has satisfactorily accompanied the identification, preparation of the idea, formulation, implementation and the present evaluation, ensuring the quality of the design and providing technical accompaniment and supervision in accordance with the needs of the Project.

RE24. Committed co-financing has been reported as materialized as planned. However, the monitoring, calculation procedures and supporting documentation of co-financing could be improved in terms of traceability and reliability of the data collected.

RE25. Stakeholders have actively participated since the design of the GEF Coastal Wetlands; being the governance spaces, especially those implemented at the local level, the instances that show the greatest participation and commitment to the Project's actions by the people and institutions that are part of them.

RE26. The communications are highly satisfactory. They have contributed to disseminate the activities and products of the Project and to raise awareness and place on the public agenda the importance of the conservation and restoration of wetlands in general and pilot ecosystems in particular.

### **Gender**

RE27. The incorporation of a gender perspective in the Project is limited to the formulation of participation indicators differentiated between men and women and a concern of the team to integrate women in the activities implemented. For the RMT this is insufficient; the effective inclusion of this perspective requires the development of a diagnosis, the design of a strategy and teams trained in this area.

### **Safeguards**

RE28. The project has adopted the measures and has not generated negative effects on the environment; on the contrary, the actions of the GEF Wetlands are aimed at improving the conservation status of biodiversity and maintaining the ecosystem services of wetlands.

### **Sustainability**

RE29. In the medium term, the individual, institutional and environmental capacities strengthened by the Project have good prospects for sustainability. The management of the knowledge generated, the communication, awareness and education processes, the regional and local governance and management, and the medium and long term financing for the implementation of the planning instruments developed, require additional actions for their institutionalization and consequent continuity once the financing ceases.

## LESSONS LEARNED

**Lesson learned 1.** Programmatically linking the Project with ongoing processes and public policies (e.g., the Urban Wetlands Law and the SIMBIO) has been an accelerator for the development of quality products and the achievement of good results.

**Lesson learned 2.** Municipal and community ownership of management plans will be directly proportional to their functionality in mobilizing resources for the community.

**Lesson learned 3.** Effective gender mainstreaming requires at least: capacity building for teams; a gap analysis and a strategy to reduce it; gender-responsive results frameworks; and specific budget lines.

**Lesson learned 4.** The national leadership, the decentralized organizational structure and the profile of the professionals have positively conditioned the effectiveness, efficiency and quality of the Project's execution.

**Lesson learned 5.** The different regional and local complexities of the pilot wetlands should have been correlated with the size of the responsible teams. For example: Due to the number of districts, the diversity of stakeholders and the multiple interests of the parties, a larger team in Bio-Bio would have been justified.

**Lesson learned 6.** The decentralized implementation of activities and the levels of regional autonomy should limit the programmatic margins of the Project, the purposes it pursues, and the role and function it should fulfill for the Ministry of the Environment in particular and the State of Chile in general.

**Lesson learned 7.** Pilots are not an end in themselves. In addition to meeting the goals and developing the products committed to in the Prodoc, they should be used to test methodologies, instruments or tools, extract good practices and lessons and then promote, based on evidence, adjustments for their autonomous replication (independent of the Project).

**Lesson learned 8.** Individual will, capacity building and institutional strengthening are necessary but insufficient if permanent change is expected; an environment (administrative, political, regulatory and budgetary) is also needed to encourage and support the adoption of the measures promoted by the Project.

**Lesson learned 9.** A cost-effectiveness analysis of the conservation and restoration of pilot ecosystems would facilitate the prioritization of actions, the establishment of intersectoral synergies, the generation of public-private partnerships, and the mobilization of resources.

**Lesson learned 10.** The intensity and quality of sectoral participation in local and regional governance bodies will decrease in direct relation to the number of bodies constituted.



## RECOMMENDATIONS

### **Recommendation 1. To the project team, the Ministry of Environment and other stakeholders on strengthening governance.**

In the understanding that much of the programmatic continuity and financial sustainability of the processes promoted in the pilots will be conditioned to the autonomous functioning of the governance bodies, it is recommended to empower and develop capacities in the municipalities as leading institutions of the local committees, together with the formation, consolidation and/or strengthening, as appropriate, of the regional committees.

- **Suggestion 1.** For the regional governance body, it is suggested to promote the active and preferential incorporation of the sectoriality and public institutions - national/regional - that are currently participating or have participated in the local committees promoted by the Project.
- **Suggestion 2.** Use as a reference the progress, good practices and lessons learned generated by the regional committee of the Libertador Bernardo O'Higgins region.
- **Suggestion 3.** Expand the call to committees (local and regional) and formalize collaboration agreements with regional academic institutions.
- **Suggestion 4.** Develop and pilot strategic designs and regulations for the formation and operation of local and regional committees and institutionalize coordination between the two bodies.
- **Suggestion 5.** Evaluate the advisability of *annexing* regional committees -as a thematic roundtable or other figure- to governance bodies already formed or to be formed.

### **Recommendation 2. To the Project team and the Ministry of Environment on the design and anchoring of a national communication and awareness strategy.**

As a measure aimed at sustaining the levels of access to information, knowledge and awareness achieved and to sustain the interest of the different parties (public, private and community - national, regional and local), it would be advisable for the Project to develop, pilot and institutionalize in the MMA a communication and awareness strategy on the importance and convenience of conserving and restoring wetlands.

- **Suggestion 1. To** consider as one of the priority axes the communication *within* the institutions of the Chilean State at all levels.

### **Recommendation 3. To the Project Team regarding the generation of proposals for adjustments to the management plans developed.**

One of the purposes of the pilot initiatives is to generate knowledge to be used as inputs for scaling up and replicating the processes. In this sense, it is recommended to systematize the lessons learned and propose adjustments to the development and implementation of management plans.

**Recommendation 4. To the Project Team on the systematization of successful experiences.**

In order to extract lessons learned and contribute to the visibility and appropriation of what has been done, it is recommended to systematize the experience of the work in support of the Urban Wetlands Law and to choose at least one experience for each pilot initiative.

- **Suggestion 1.** Consider the following processes:
  - Bio-Bio: formation and operation of the local committee;
  - O'Higgins: development process, adherence and results of the Cahuil sand bar management protocol.
  - Araucanía: construction of infrastructure with a gender and intercultural approach within the framework of the Chile-Mexico Joint Cooperation Fund.
  - Coquimbo: public-private articulation with the company TECK to carry out restoration actions.
  - Valparaíso: process and institutional anchoring of environmental education programs.

**Recommendation 5. To the Project Team and the Ministry of Environment on the quantification and economic valuation of environmental benefits and co-benefits resulting from investment in wetland conservation and restoration.**

In order to have evidence to improve the possibilities of: influencing public policies; articulating actions with the State sector within the framework of the execution of its adaptation and mitigation plans; facilitating access to financing from other sources and; knowing the current and potential contribution to Chile's commitments to the United Nations Framework Convention on Climate Change; in order to have an example and model to follow, it is recommended that a study be conducted to measure the investment costs and the environmental benefits and co-benefits associated with the conservation and restoration of at least one of the pilot wetlands.

**Recommendation 6. To the Project team, the Ministry of Environment and other stakeholders on the intersectoral, multilevel and public-private cooperation articulation for financing the conservation and restoration of the pilot wetlands and their associated management plans.**

It is recommended that professionals specialized in government administration (lawyers or public administrators, for example) be entrusted with the identification, development and piloting of mechanisms - feasible and within the current institutional framework - for intersectoral and multilevel articulation (collaboration agreements, for example) and public-private cooperation aimed at ensuring financing for the conservation and restoration of the pilot wetlands and their associated management plans.

**Recommendation 7. To the project team, the Ministry of Environment, municipalities and other stakeholders on the prioritization and implementation of one or more actions included in the management plans.**

As a way to enhance the value of the management plans developed, generate greater adherence to the participation of the various stakeholders in the local committees and fight against the first glimpses of learned hopelessness it would be favorable to promote

the materialization of at least one of the works or actions stipulated in the planning documents of the pilot wetlands.

- **Suggestion 1.** Carry out a participatory prioritization and transfer the leading role from the Project to the institutions, communities and organizations that are part of the territory and the committees.
- **Suggestion 2.** Take advantage of this opportunity to test the intersectoral coordination and/or public-private cooperation mechanisms mentioned in recommendation 6.

**Recommendation 8. To the Project Team on the consolidation of processes, safeguards and programmatic convergence.**

To mitigate the risk of falling into possible programmatic dissipation, it would be advisable for the pilots to concentrate their efforts on consolidating and managing the knowledge derived from the ongoing processes and actions stipulated in the Prodoc, rather than territorially and/or programmatically expanding the intervention and/or opening up new topics or work agendas at the local level.

- **Suggestion 1.** Place at the center of the decision making process regarding technical execution the contribution of activities and/or products not originally planned to the Project's objectives, to the construction of conditions conducive to institutional anchorage and adherence of the different stakeholders, as well as to the generation of knowledge for replicability and scalability of the pilots.

**Recommendation 9. To the project team, the Ministry of Environment and other stakeholders on the design and implementation of a sustainability and exit strategy aimed at institutional anchoring.**

It is recommended that a strategy be designed and implemented to ensure the sustainability of the effects and processes promoted by the project. This should include, among others, the following lines of action: advocacy for institutional anchoring; establishment of interinstitutional, intersectoral and multilevel articulation mechanisms between governmental actors and existing public policy instruments; consolidation of governance bodies; communication and knowledge management; and public and private financing alternatives.

- Conduct a review and update of the Project's theory of change, emphasizing the drivers and intermediate states to use this reflection as an input in the construction of the strategy.

**Recommendation 10. To UNEP on the facilitation of policy dialogues aimed at making the financial and institutional sustainability of the Project feasible.**

Ensuring sustainability will require high-level decisions whose area of influence is beyond the scope of the project team. In this context, the involvement of the UNEP Representation for the Southern Cone in facilitating dialogues with decision makers is recommended.

- Align these actions with the sustainability strategy and provide the parties with the necessary evidence to enable fact-based advocacy

## GEF Evaluation Criteria Rating Table

GEF criterion/subcriterion	Score	Summary comments
<b>A. STRATEGIC RELEVANCE</b>		
A1. Overall strategic relevance	HS	The Project has been totally aligned with the strategic priorities of the different institutions and stakeholders.
A1.1. Consistency with priorities GEF and UNEP's strategic	HS	The project is highly consistent with the objectives of the GEF-6, the framework UNEP's strategic plan.
A1.2. Relevance to national, regional, and global priorities and the needs of beneficiaries	HS	The project was harmoniously aligned with national climate change and biodiversity conservation priorities.
A1.3. Complementarity with existing interventions	HS	The high strategic relevance of the project has facilitated the establishment of complementary relationships with other actions. and private companies.
<b>B. EFFECTIVENESS</b>		
B1. Overall assessment of progress towards project objectives	S	The implementation of the project has contributed to the conservation of wetlands in Chile. The recovery of coastal landscapes and the promotion of local development in the pilot sites, although in process, has not yet shown tangible results.
B 2. Progress on project results	HS	The mid-term goals associated with the outcome indicators have been largely achieved; most of them have far exceeded what was planned, and have even achieved the goals set for the end of the project.
Decision makers and relevant stakeholders recognize the importance of BD and land degradation issues in wetland ecosystems.	HS	As a result of the project, public officials, decision makers and other stakeholders at regional and local levels have been sensitized, provided with information and trained on the importance of biodiversity conservation and restoration and land degradation issues in wetland ecosystems.
Outcome 2.1. Improved institutional and technical capacities in Integrated Landscape approaches for BD and SLM conservation (...)	HS	Individual, institutional and systemic capacities on integrated approaches to biodiversity conservation and sustainable land management have been strengthened as a result of project implementation.
Result 2.2. Incorporate BD and SLM conservation regulations and criteria in coastal landscapes in the strategies and mandates of the MMA, MINVU, MBN, MOP and MINAGRI. increasing the scope of the Project	S	The project had an impact on the updating and/or modification of sectoral policies in the Ministry of National Assets, the Ministry of Housing and Urban Development and the Department of Port Works of the Ministry of Public Works.
Outcome 3.1. Mechanisms strengthened for planning and implementation integrated between sectors (...)	S	Management and restoration plans have been developed for the pilot wetlands and their contributing watersheds. Work has not yet begun on the implementation
Outcome 3.2. Institutions (...) recognize and incorporate in their planning, zoning and practices, aspects of BD conservation, restoration and conservation monitoring and the MST (...).	HS	As a result of the entry into force of the regulation of Law 21,202 on urban wetlands, to which the Project contributed, more than 90 wetlands have been declared in the country.
Outcome 3.3. Incomes of small landowners in coastal landscapes are more resilient, diversified and strengthened.	MS	Actions have been taken and progress has been made in achieving this result, however, there is still no clear indication that the incomes of small landowners are improving as a result of the consequence of the Project.
Overall score of progress towards meeting objectives	S	The project has contributed to generate favorable institutional and community conditions to advance towards the desired impact.

B1.3 Likelihood of occurrence of effects	P	The mid-term project has already generated effects in the amplification of areas under some type of protection and in the strengthening of capacities. The sustainability of these advances is a challenge for the future. for the Project.
<b>GEF criterion/sub-criterion</b>	<b>Score</b>	<b>Summarized comments</b>
<b>C. EFFICIENCY</b>		
C1. Efficiency	HS	The organizational structure, the quality of the team, the response to unforeseen events, the availability of resources, the products and results achieved with the investment made are highly satisfactory.
<b>D. SUSTAINABILITY OF PROJECT RESULTS</b>		
D1. Overall likelihood of risks to the sustainability	MP	Moderate risks are identified in the long-term financing and institutional anchoring of the Project's processes.
D1.1. Financial risks	MP	Funding for management and restoration plans is not assured. However, there are good expectations and willingness to develop a mechanism.
D1.2. Socio-political risks	P	No socio-political risks are observed
D1.3. Institutional and business risks governance	MP	It is necessary to institutionalize the governance bodies promoted by the Project.
D1.4. Environmental risks	P	No risks to the environment are observed.
D2. Enlargement and replication	P	There are good replication options. The systematization of experiences and the management of this knowledge.
<b>E. FACTORS AFFECTING THE ACHIEVEMENT OF OBJECTIVES</b>		
E1. Project design and preparation	HS	The quality of the design is good and the coherence of the logic of intervention is high.
E2. Quality of the implementation of the project	S	UNEP has been successfully fulfilling its agency functions implementer.
E3. Quality of project execution.	S	In accordance with the specific requirements established between UNEP and MMA, the management and execution of day-to-day activities of the Project is satisfactory
E4. Stakeholder engagement	S	The project implementation was transparent and there was room for participation and involvement of the different stakeholders.
E5. Communication, knowledge management and knowledge products	HS	Communications and knowledge management have contributed to disseminate the Project's activities and products and to raise awareness and place on the public agenda the importance of the conservation and restoration of coastal wetlands.
E6. Overall quality of M&E	HS	The M&E system designed and implemented not only meets the Project's monitoring and accountability needs, but has also incorporated a technological development that has a high potential for replication in other GEF projects that MMA executes or is implementing. will execute.
E7. Overall assessment of the factors affecting results	S	These factors, rather than negatively affecting Project performance, contributed to better execution and achievement of results.
<b>F. CROSS-CUTTING ISSUES</b>		
F1. Gender and other equity dimensions	MI	the incorporation of the gender approach in the Project is limited to the formulation of participation indicators differentiated between men and women and to the team's concern for integrating them into activities.
F2. Environmental and social safeguards	HS	The measures were taken and there were no environmental effects and no socially negative.
<b>Overall project score</b>	<b>S</b>	

# 1. INTRODUCTION

1. This document corresponds to the final report of the Mid-Term Review (hereinafter MTR) of the project "Mainstreaming biodiversity conservation and sustainable landscape management of watersheds containing wetlands within Chile's South Center Biodiversity Hotspot through reformed coastal planning frameworks" -hereinafter the "Project" or "GEF Wetlands" interchangeably- (Table 1).
2. GEF Wetlands is an initiative financed by the Global Environment Facility (GEF) in the amount of US\$5,146,804 and co-financed by various private and governmental entities for an amount equivalent to US\$19,991,990, for a total budget of US\$25,138,794.
3. The United Nations Environment Program (UNEP) is in charge of implementation and the Ministry of the Environment (MMA) is responsible for execution in association with different state institutions at the national, regional and local levels.
4. The Project is scheduled to run for 60 months, covering the period from November 2019 to October 2024.
5. In accordance with GEF guidelines and UNEP's evaluation policy, after the first half of the Project's execution, a MTR must be carried out; it is in this context that this document was prepared.

**Table 1. General Project Information**

<p><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" -hereinafter the "Project" or "GEF Wetlands. GEF Code: 9766</p>
<p><b>Project duration:</b> 60 months</p> <ul style="list-style-type: none"> <li>• Approval date: August 29, 2019</li> <li>• Start date: November 15, 2019</li> <li>• Expected Project Completion Date: October 2024</li> </ul>
<p><b>GEF Focal Areas 6:</b></p> <ul style="list-style-type: none"> <li>• Objective 4 - Biodiversity Focal Area Program 9</li> <li>• Objective 3 - Land Degradation focal area program 4</li> </ul>
<p><b>Funding Partner:</b> GEF  <b>Executing agency:</b> MMA  <b>Implementing Agency:</b> UNEP</p>
<p><b>Total Project Budget:</b> 25,138,794 USD  <b>National Contribution:</b> 19,991,990 USD  <b>GEF contribution:</b> 5,146,804 USD</p>

6. In the following, the context and framework of the Project and the MTR will be described briefly (sections 1 and 2). These sections will be followed by a description of the methodology used (section 3). The results of the evaluation process are presented in section 4, and the conclusions and lessons learned in sections 5 and 6 respectively. The report ends with recommendations addressed to the different stakeholders of the project (section 7).

7. This document is accompanied by eight appendices. These are: 1). GEF Evaluation Criteria Scorecard; 2). GEF scoring scheme; 3). Results matrix; 4). List of key actors consulted; 5). Evaluation matrix; 6) Data collection instruments; 7) Co-financing table and; 8) Synergies generated.

## **1.1 Project Context<sup>1</sup>**

8. Globally, Mediterranean-type ecosystems represent only 2% of the land surface, but at the same time they harbor 20% of the world's plant diversity.
9. Human populations have settled in this type of environment and there is a high level of vegetation conversion, which, added to the direct consumption of native plants and animals by these populations, translates into significant pressures on the survival of biodiversity.
10. Within the Mediterranean Eco-Region, coastal ecosystems are particularly vulnerable. Globally, wetlands are decreasing; it is estimated that during the 20th century the total area in the world was reduced between 64% and 71%, and that the degradation and loss of wetlands continues to be a reality.
11. Chile is one of the five places on the planet with a Mediterranean climate and has 13 Wetlands of Global Importance (Ramsar Sites) with a total area of approximately 361,760 hectares. While wetlands protected under the National System of State Protected Areas (SNASPE) -not including Ramsar Sites- cover 2.1 million hectares throughout the country.
12. Wetlands in Chile are not exempt from the aforementioned degradation problems; urban expansion, port infrastructure development, water pollution, tourism, climate change and the presence of invasive species, together with weaknesses in legal protection for coastal ecosystems, are, among others, the main threat factors that have been identified.
13. In order to improve their conservation, support their recovery and halt their deterioration, there are different types of barriers, among which the following stand out:
  - Limited knowledge of the ecosystem services of coastal landscapes;
  - Poor support systems for policy formulation, decision making and planning
  - Inadequate understanding of the interdependence between sustainable management and conservation of wetlands and sustainable land management in the associated landscapes and watersheds where they are inserted;
  - Difficulty in accessing useful information and lack of public awareness of the importance of coastal landscape conservation;
  - Insufficient policies and regulatory frameworks to support sustainable management and conservation of the coastal landscape at national, regional and local levels;
  - Limited coordination of national institutions for sustainable management;
  - Lack of specific institutional capacity for sustainable land management and protection of coastal wetlands;
  - Coordination weaknesses between local institutions and authorities involved in the implementation of land use plans at the landscape level and regulations for sustainable management;

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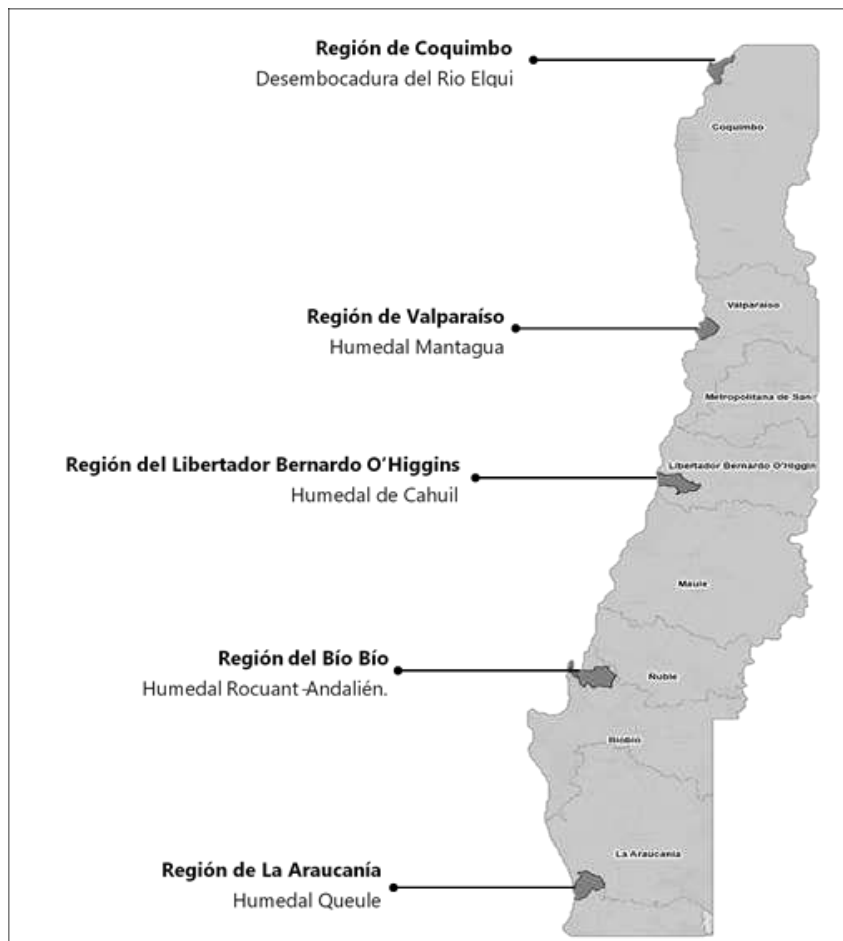
<sup>1</sup>Information retrieved from the Project's Prodoc.

- Lack of incentives for the implementation of SLM and conservation practices;
- Lack of an integrated monitoring and evaluation system for coastal landscape management.

## 1.2 Project Framework

14. Considering the described context, the project was formulated with the purpose of advancing in overcoming the identified barriers. Thus, an intervention strategy was designed to "Conserve and recover coastal landscapes (CP) including wetlands and territories included in the associated watersheds, integrating them into local development, through their sustainable management and use" and thus contribute to "Improve the ecological and conservation status of coastal ecosystems of Central-Southern Chile of high ecological value, including wetlands and their adjacent watersheds, integrating them into local development through their sustainable management" (strategic objective of the Project).
15. Following the intervention logic designed, the aforementioned objectives should be achieved through the fulfillment of 6 outcomes and 12 outputs organized into three components (Table 2. Project Intervention Logic -next page-).
16. With regard to the intervention territory where the actions are deployed, the project considered three scales: national, provincial and local. In addition, the implementation of five pilot initiatives located between the regions of Coquimbo and Araucanía was contemplated. These are:

**Image 1. Project pilot ecosystems**





**Table 2. Project intervention logic**



## **2. MID-TERM REVIEW FRAMEWORK**

### **2.1 Objectives of the Review**

17. The objective of the RMT was to conduct an independent assessment of the strategic relevance of the design and actions implemented by the Project, its effectiveness in achieving results and objectives, the efficiency in the use of resources, the factors that may have affected the Project's performance, the incorporation of cross-cutting perspectives and the likelihood that the effects obtained will be sustained once funding ceases (sustainability). The above, with the purpose of extracting lessons learned and recommendations aimed at improving the execution of the Project for the remaining period of its implementation.

### **2.2 Scope of the Review**

18. The RMT had a temporal scope that covered the Project implementation period from its inception date, i.e. from November 2019 until the time of the RMT (December 2022).
19. The geographic scope coincided with the intervention territory and the interaction between the different scales; institutions and actions of national, regional and local scope were considered, the latter two including the Project's pilot ecosystems.

### **2.3 Limitations and risks**

20. Given that during the period of execution of the Project there was a change in the administration of the Chilean State at the national and local level, some institutional key informants no longer hold functions in the State, which prevented RMT from interviewing them. In this context, some institutional key informants no longer work for the State, which prevented RMT from interviewing them.
21. In order to mitigate this risk, priority was given to key players who had a thorough background on most of the components and the history of the project, and secondary information was used to fill in any gaps in information.

### **2.4 Communication and transparency**

22. Transparency in the sharing of the progress of the process and the information generated during the RMT was continuous and fluid with the counterpart of the evaluation work; progress and any difficulties encountered during each of the phases of the review were communicated in a timely manner.

### 3. REVIEW METHODOLOGY

23. In order to achieve the objectives and respond to the information needs, a participatory and collaborative methodological approach to evaluation, oriented towards institutional learning and qualitative in nature, was used.
24. In order to mitigate bias, a triangulation of information was carried out, contrasting the background information collected and exchanging information with the project team to verify the findings and conclusions.

#### 3.1 Information needs -assessment questions-

25. The information that the RMT investigated was determined by the evaluation criteria and questions described in the terms of reference. Each of these elements was analyzed taking into consideration the design, performance, processes driven and mid-term results of the Project.
26. Below is a list of the 7 evaluation questions associated with 7 evaluation criteria:

**Table 3. Evaluation criteria and questions.**

Criteria	Questions and sub-questions
<b>Strategic Relevance</b>	<b>Question 1.</b> Are the design and mid-term results consistent with the priorities of the Chilean State, the GEF-6 strategies, the UNEP strategic framework, the UNS cooperation framework, and the interests and needs of the beneficiary groups at the national level? local?
<b>Efficiency</b>	<b>Question 2.</b> What mid-term results has the Project achieved and to what extent have these contributed to the achievement of its objectives?
<b>Efficiency</b>	<b>Question 3.</b> Has the project been implemented efficiently in terms of the financial, human, logistical and time resources available?
<b>Genre</b>	<b>Question 4.</b> To what extent have gender considerations been taken into account in the design and implementation of the project? Has care been taken to ensure gender equity in the participation and participation of women in the project? distribution of benefits?
<b>Environmental and social safeguards</b>	<b>Question 5.</b> To what extent have environmental and social concerns been taken into account in the design and implementation of the Project?
<b>Factors that have affected the performance of the Project</b>	<b>Question 6.</b> How have the different factors (design, implementation, execution, monitoring and evaluation, co-financing, stakeholder participation and cooperation, communication and knowledge management) affected the performance of the Project?
<b>Sustainability</b>	<b>Question 7.</b> How sustainable are the environmental, social, institutional and financial mid-term results; what are the key risks that could affect the sustainability of the Project's achievements; what are the key risks that could affect the sustainability of the Project's achievements; what are the key risks that could affect the sustainability of the Project's achievements?

### 3.2 Key Review Agents

27. The key agents that were consulted during the evaluation fieldwork ([Appendix 4. List of key agents consulted](#)) were selected based on their role, the volume of information they handled and the intensity of their involvement in the design and implementation of the Project, making up 5 major groups:
- a. **Beneficiaries:** direct beneficiaries of the initiative, mainly the organizations and producers involved in the pilot initiatives and/or participants in the training processes.
  - b. **Project Team:** management team in charge of the execution and implementation of the Project.
  - c. **Executing entity and partner institutions:** national, provincial and local officials and authorities that are partners, counterparts and co-financiers of the Project.
  - d. **Partner institutions:** universities, research centers and civil society organizations that have been directly involved in the implementation of project activities.
  - e. **External consultants:** institutions and individuals that provided external services for the achievement of some of the products committed to by the Project.

### 3.3 Data collection techniques

28. The techniques presented below were applied differentially depending on the key agent and the type of information he/she handled. The instruments were constructed and designed according to the evaluation questions and the objectives of the study ([Appendix 6. Data collection instruments](#)). The following table describes the data collection techniques used:

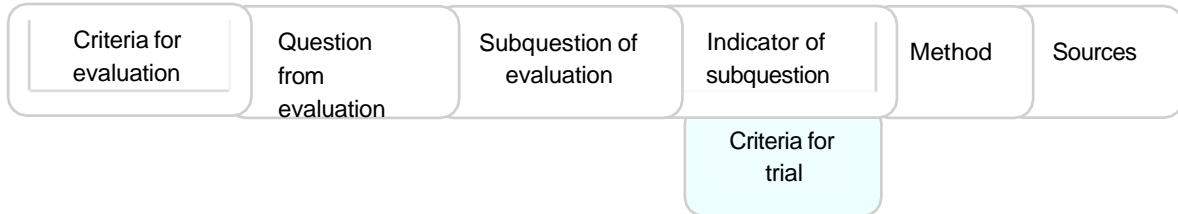
**Table 4. Data collection techniques.**

Technique	Description
<b>Review of documentation and reports existing</b>	We reviewed the semiannual and annual progress reports and technical reports generated in the three components; training materials and studies carried out; national legislation, press releases, publications, communication products available, among others.
<b>Interviews in depth</b>	Interviews with key agents (face-to-face or virtual) were conducted in order to obtain in-depth information on people's impressions or experiences. They were addressed to those responsible for the execution of the Project, beneficiaries, officials of the State, allied institutions and external consultants.
<b>Observation <i>In situ</i></b>	Observation to obtain <i>on-site</i> information on how the Project worked, the activities implemented, processes, discussions, social interactions and observable results as they can be seen directly during the development of the initiative. This technique was mainly used in the visits to the pilot sites.

### 3.4 Evaluation matrix

29. As a methodological guide for the collection and analysis of information from the evaluation process, an evaluation matrix was prepared ([Appendix 5. Evaluation matrix](#)). For its construction, the 7 questions and 27 sub-questions associated with the 7 evaluation criteria established in the terms of reference were considered. The matrix was structured as follows:

**Table 5. Structure of the evaluation matrix**



## 4. REVIEW FINDINGS

30. The presentation of findings will be made according to the information needs summarized in the evaluation matrix, responding to the questions of each of the six criteria of this RMT (strategic relevance, effectiveness, efficiency, factors that have affected the performance of the Project, gender, safeguards and sustainability).

### 4.1 Strategic relevance

**The Project presents high levels of coherence with the operational and programmatic strategies of GEF-6.**

31. Consistent with what was stated in the Prodoc, the GEF Wetlands has been coherent and has contributed to the fulfillment of biodiversity focal area objective 4 and land degradation focal area objective 3 as described in the [GEF programming document](#).
32. The objective of the Project "To conserve and recover coastal landscapes (CP) including wetlands and territories included in associated watersheds, integrating them into local development, through their sustainable management and use", the results designed and the products produced, respond satisfactorily to biodiversity objective 4 "to incorporate the conservation and sustainable use of biodiversity in landscapes and seascapes".
33. In addition to the above, the Project has taken a landscape approach and has placed a strong emphasis on the need to generate intersectoral articulations, integrate multiple scales of intervention and convene a significant number of stakeholders, including small landowners and private companies; all central elements of objective 3 of the land degradation focal area of the GEF-6 strategy.
34. The alignment of both strategic objectives is not only a matter of design; it is clear that the implementation of project activities is achieving relevant results for GEF- 6, such as: the formation and consolidation of multi-sectoral and multi-level (national, regional, local) multi-stakeholder governance bodies, the inclusion of conservation criteria in different government institutions and instruments, the development of products that support integrated landscape planning, among others (see section [4.2 Effectiveness](#)).

**Finding 2. The design and mid-term results of the Project are in line with the priorities of the Chilean State in terms of climate change and sustainable management of wetlands and their contributing watersheds.**

35. Sustainable management and conservation of wetlands, as well as concern for climate change adaptation and mitigation, were already a strategic priority for the Chilean government at the beginning of the project and continued to be so.
36. [The National Wetlands Protection Plan 2018-2022](#), [The National Biodiversity Strategy 2017-2030](#), [the National Strategy for the Conservation and Wise Use of Wetlands in Chile](#), [the National Climate Change Action Plan 2017-2022](#), [the Long Term Climate Strategy](#), [Law 21.202 on Urban Wetlands](#), [the National Landscape Restoration Plan 2021-2030](#) and other instruments that incorporate in their objectives the conservation and restoration of biodiversity and wetlands, as well as mitigation and adaptation to climate change, support this assertion.

37. Of those mentioned in the previous paragraph, Law 21,202 is the most relevant regulation for the Project; approved two months after the start of the GEF wetlands, it gave dynamism to the beginning of implementation and provided institutional support to the first products produced, among them the regulation of the aforementioned law (see section [4.2 Effectiveness](#)).

**Finding 3. The Project is consistent with UNEP's strategic priorities, the United Nations Development Cooperation Framework (UNDAF) and the 2030 Agenda for Sustainable Development.**

38. The implementation of actions related to the 3 components of the GEF Wetlands have supported the strategic priorities of the United Nations system in the country.
39. The strengthening of institutional and regulatory frameworks, the generation and facilitation of information, capacity building at national, regional and local levels, and the implementation of activities in pilot ecosystems are highly consistent with outcomes 7 and 8 of the [United Nations Development Cooperation Framework 2019-2022 \(UNDAF\)](#) "By 2022, state institutions at national, regional and local levels are strengthened, "By 2022, the productive and social sectors increase their environmental sustainability through innovation and governance mechanisms, in compliance with international environmental norms and standards" respectively.
40. The Project has also been consistent with the programmatic aspirations contained in [the United Nations Environment Program Strategy 2022-2025](#).
41. Halting and reversing the loss of biological diversity and supporting the development of policies and legislation to achieve this objective, the promotion of sustainable and inclusive economic activities, the development of integrated strategies, the commitment to education that promotes sustainability, the effective incorporation of nature in the public sector, the sustainable management of habitats, among other priorities contained in the subprograms of action for nature and environmental governance of UNEP's global strategy, have been the guiding principles of the evaluated project.
42. The consistency of the Project with the [2030 Agenda for Sustainable Development](#) lies mainly in its contribution to some targets of 3 of the 17 goals. The most evident is the contribution that GEF Wetlands makes to 5 targets (1, 2, 5, 6 and 9) of [goal 15](#) "Protect, restore and promote the sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss" together with the contribution made to the "Take urgent action to combat climate change and its impacts ([goal 13](#)) and its targets 1, 2, 3 and b.
43. In addition, the evaluation has been able to ascertain that the revised initiative has also added to the effort to achieve [Goal 11](#) "Make cities and human settlements inclusive, safe, resilient and sustainable". The alignment is attributed to the contributions to the protection and safeguarding of natural heritage (target 4), integrated and sustainable planning (target 3) and the Project's explicit willingness to establish positive economic, social and environmental linkages between urban, peri-urban and rural areas (target a).

**Finding 4. Project strategies have satisfactorily responded to the needs and interests of the beneficiary groups.**

44. The multiplicity of dimensions of the integrated approach implemented by the Project has generated a multiplier effect of groups interested in wetland management, conservation and restoration.
45. The promotion of a sectoral and intersectoral balance between social development, sustained and inclusive economic growth and the sustainable management of natural resources and ecosystems (UNEP, 2017) has resulted in producers, environmental groups, community organizations, companies, NGOs, local governments and the Chilean State sector feeling represented, interested and seeking alternatives to solve their needs in and with the Project.
46. The active participation and advocacy of the salt workers in Cahuil, the tourism entrepreneurs in Queule, the defenders of nature in La Serena, businesses and neighbors in Bío-Bío, schools and landowners adjacent to the wetland in Mantagua, are examples of the importance that civil society has given to the initiative.
47. A similar situation occurs with the presence of the State sector in the local technical committees, bringing proposals and trying to generate an articulated response to the different needs raised there.
48. The municipalities have been perhaps the most interested in wetland conservation and restoration, not only because of the commitment demonstrated in the pilot sites; the programmatic coherence of the Project is also reflected in the *explosion* of requests for urban wetland declarations once the regulations of Law 21,202 were formalized (see section [4.2 Effectiveness](#)).

**Finding 5 The project has generated numerous synergies and/or complementary relationships with the public sector of the State, municipalities, social organizations and national and international NGOs.**

49. Confirming and as a consequence of the high strategic relevance, the Project has generated synergies and fostered complementary relationships with close to one hundred governmental and private institutions, as well as with national and foreign non-governmental organizations and social and community organizations (see [Appendix 8. Synergies generated](#)).

These alliances include the presence of universities, local governments, SEREMI of different sectors of the state apparatus, mining companies, schools, research centers, international NGOs, consulting firms, neighborhood councils, among other institutions.

50. As can be seen in Appendix 8, complementarity has been expressed in concrete actions of various kinds, such as: joint research, facilitation of meeting spaces, transportation, lodging, editing and publication of documents, conferences, volunteering, authorship of books, development of software and audiovisual products.

51. It is estimated that all of these synergies have resulted in additional leverage for the Project's objectives of more than US\$700,000 (details can be found in [Appendix 8, Synergies generated](#)).



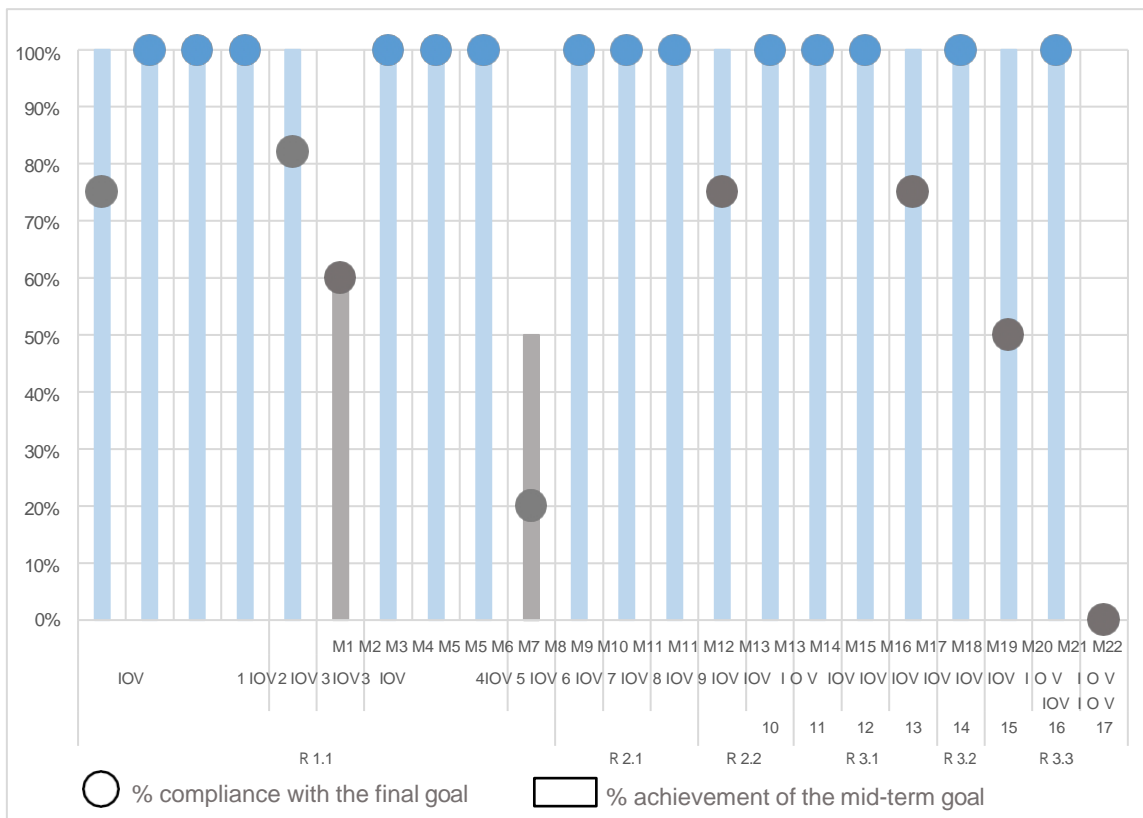
## 4.2 Efficiency

### 4.2.1 Achievement indicators

**Finding 6.** The mid-term targets associated with the outcome indicators have been largely achieved; most of them far exceeded what was planned, even reaching some of the targets foreseen for the end of the Project.

53. As shown in Figure 1 and detailed in [Appendix 3. Results Matrix](#), 19 of the 22 mid-term targets associated with the 17 outcome indicators formulated for the GEF Wetlands have been achieved; of these, 14 achieved the programmed for project closure.

#### Compliance with performance indicator targets as of December 2022.



54. The evaluation considers it necessary to clarify that what is illustrated in the graph above is not due to an underestimation of indicators. As will be further discussed in the following findings, this situation is the expression of the high levels of efficiency achieved by the Project team, the preparation for the opportunity provided by a favorable political, institutional and social context, the capacity to respond to the conditions of the Covid-19 sanitary emergency and a consequence of the high strategic relevance of the GEF Wetlands.

- The effectiveness in achieving goals poses new challenges for the Project; deepening and consolidating what has been achieved, generating evidence on the effects generated by the actions promoted, systematizing the experiences and ensuring the sustainability of the processes promoted will be central for the second half of GEF Wetlands implementation (see sections [4.7. Sustainability](#) and [7. Recommendations](#)).
- 55.

## 4.2.2 Project effects and results

**Finding 7. Project implementation has contributed significantly to wetland conservation in Chile. The recovery of coastal landscapes and the promotion of local development in the pilot sites, although in progress, has not yet shown tangible results.**

56. The objective of the GEF Wetlands is: "To conserve and restore coastal landscapes including wetlands and territories included in the associated watersheds, integrating them into local development, through their sustainable management and use".

### **Contribution to conservation**

57. The Project's contribution to wetland conservation in Chile is significant. The entry into force of Law 21,202 in January 2020 -two months after the start of the evaluated initiative- was an initial framework and a driving force for actions aimed at providing support and viability to the regulations.
58. The agile preparation and processing of the [Regulations to Law 21,202](#), enacted in July 2022, was possible thanks to the fundamental support provided by the Project. Its entry into force generated an unplanned effect: by December 2022, 92 wetlands equivalent to 9,767.17 hectares had already been declared and more than 140 requests for declaration had been submitted.
59. The aforementioned consequence, in addition to the enabling regulation, is due to the support for its implementation; the [delimitation guide](#), the [proposal of minimum criteria for the sustainability of urban wetlands](#) prepared, the communication products developed and the trainings carried out by the Project on these tools, the Law on the Protection of Wetlands and the Law on the Protection of Wetlands. 20,202 and the regulations have been fundamental for the MMA, the municipalities and other interested parties in the preparation of applications for the declaration of wetlands in their respective communes and for the ex officio declarations made by the Ministry.
60. In addition to the above, at the time of the RMT fieldwork, the Project was about to publish two additional tools: a guide for the implementation of sustainability criteria and another for the evaluation of impacts on wetlands. These, in the opinion of the evaluation, will tend to provide even more dynamism to the expansion and management of areas destined for the protection of wetlands in Chile.
61. The aforementioned figures, the processes to achieve them and the products produced show that the Project has followed the correct steps to advance towards achieving this part of its objective and also the real and potential contribution of the initiative to the [Chilean State's NDC commitments on biodiversity conservation](#).

### **Contribution to the recovery of coastal landscapes**

62. At the time of the RMT, the Project has not yet made progress in the recovery of coastal landscapes; progress in this area during the first years of the Project has been diagnostic and planning.
63. In the second half of the year, it is expected that the instruments designed will begin to be implemented. In this sense, the deployment of integrated management plans for wetlands and their contributing watersheds, as well as the implementation of restoration actions in prioritized areas, will be essential to achieve the objectives of coastal landscape recovery.

64. The key agents and the evaluation consider that this dimension of the Project is fundamental; testing the performance of the management and restoration plans in the pilots will be key to generate and systematize evidence, as well as to rescue lessons learned to improve the probabilities and quality of possible replications in the wetlands that have been and will be declared over time.
65. In this regard, the RMT considers it crucial to develop and pilot mechanisms for intersectoral coordination and public-private cooperation aimed at financing management plans and programmed restoration actions (see section [7. Recommendations](#)).
66. The possibilities of sustainability and institutional anchoring in this area would be improved if they were accompanied by studies that would make it possible to estimate the costs of conservation and restoration and the associated environmental benefits and co-benefits that the investment would generate (see section [6. Lessons learned](#)).

### **Contribution to local development**

67. If we conceive local development as the search for and materialization of alternatives for multidimensional progress (economic, social, political, environmental, cultural and productive) at the community level ([Casalis, 2009](#)), the challenge for the Project would be greater. However, the GEF Wetlands has focused its actions on generating alternatives aimed at combining biodiversity conservation with productive improvements.
68. Given the scope and objectives of the Project, it is a good idea for the RMT to limit the work to these two dimensions, bearing in mind that adherence to sustainable practices will be largely dependent on a favorable financial balance for the communities.
69. In this sense, it seems pertinent to ask the following question: have the incomes of the communities surrounding the wetlands increased or are there prospects of increasing as a result of the conservation and economic promotion actions implemented and proposed by the Project?
70. At the time of the evaluation, the answer is not yet. Attention should be paid to the activation of the value chains studied in Queule, tourism plans, avitourism and the development of nurseries in Cahuil.
71. The information gathered in the field indicates that the expectations of beneficiary groups and local governments are high; the RMT believes that the Project should make an effort to level them, emphasizing that productive improvements and increased income are conditional on the implementation of actions - for example, infrastructure works - that are beyond the scope of the GEF Wetlands.

### **Finding 8. As a result of the project, public officials, decision-makers and other stakeholders at the national, regional and local levels have been sensitized, provided with information and trained on the importance of biodiversity conservation and restoration of wetland ecosystems.**

72. Capacity building, access to information and knowledge related to wetlands in Chile has increased as a direct consequence of project implementation.
73. By December 2022, according to the evaluation instrument applied by the Project, attitudes, practices and knowledge about wetlands, conservation, restoration and associated regulations have increased by 65%.

74. The good results are due to the courses given, the talks given, the webinars managed and the seminars offered; also to the dissemination of information on [the Project's website](#), the presence in social networks ([Instagram](#), [YouTube](#) and [Facebook](#)), the [Information Platform on Aquatic and Coastal Ecosystems](#) and the inclusion of the topic on the public agenda due to the entry into force of Law 21,202.
75. The support provided by the Project's communications area has been decisive (see section [4.4.7 Communication and knowledge management](#)). Abundant knowledge and educational material has been generated and shared, including: posters, brochures and infographics; research and technical reports on avifauna monitoring, physical-chemical parameters, macroinvertebrates, etc.; survey, characterization and delimitation of wetlands; good practice guides, reporting, monitoring and delimitation, among other products developed within the framework of the implementation of the GEF Wetlands.
76. Key stakeholders of the RMT -public officials and civil society- express a high appreciation of the training spaces and other products mentioned, highlighting the technical quality, the good design and their usefulness for the implementation of the Law 21,202. They also highlight the relevance of these actions, as they have responded in a timely manner to a growing demand for access to information and capacity building on the sustainable management of wetlands in Chile.

**Finding 9. Individual, institutional and systemic capacities on integrated approaches to biodiversity conservation and sustainable land management have been strengthened as a result of project implementation.**

77. Capacity building is central to the GEF Wetlands; the efforts made, the effects achieved in the medium term and the importance for sustainability in the future, make this component has been and will be fundamental to the success of the Project.
78. The project has contributed to fostering processes of change in attitudes and behaviors in favor of wetland conservation among government officials and non-governmental stakeholders.
79. For the RMT, progress in this area is attributable not only to the training provided, the knowledge created and managed and the communication materials made available, but also to the learning generated as a result of participation in the Project's daily activities.
80. The people involved have "learned by doing" in the task of delimiting, requesting and following up on the declaration of urban wetlands, in the construction of management plans, in the dialogues established within the local committees, in the governance bodies at regional and national levels and in the challenge of incorporating conservation criteria in public sector instruments.
81. Considering the results of the instrument applied by the Project (KAP survey), individual capabilities improve more in attitudes and practices than in knowledge. Although this shows a deficit -to be improved-, the evaluation considers that the knowledge dimension is less relevant for the success of the Project than the other two.
82. The national and local committees should know the types of wetland monitoring, be aware of international treaties and their scope, be familiar with concepts such as hydrodynamics or limnology and/or be able to categorize services.

The RMT considers this goal to be overly ambitious and unclear in its contribution to the Project's objective.

83. In the opinion of the evaluation, the establishment of a common language between the parties that allows for the organization of the reflection, achieving a joint vision and facilitating the understanding of the conservation and restoration actions, is more relevant than the above; in this respect, the Project shows good results.
84. In the area of capacity building at the institutional level, the project has provided and/or improved information systems ([Information Platform on Aquatic and Coastal Ecosystems](#) and the wetlands module of the [Biodiversity Information and Monitoring System](#) -SIMBIO-) and has designed tools, guidelines and directives for the application of Law 21,202, the adoption of best practices and the incorporation of conservation criteria in different sectors.
85. The Project's governance bodies, especially at the local level (local technical committees), have been spaces that have had a high and good participation of stakeholders (public, private, civil society and community), which have been strengthened over time and are recognized as valid deliberation bodies.
86. Transitioning from Project governance to the institutionalization of wetland governance in Chile is a challenge. It will be important to collect and systematize the experience of the pilots in order to replicate it locally and scale it up regionally and nationally (see section [7. Recommendations](#)).
87. In addition to the lessons learned from the project, it will be important for the establishment of the governance bodies to have clarity on the benchmarks (what is to be achieved), the resources needed to manage them and the possibilities of adapting to existing structures and mechanisms.
88. At the systemic or environmental level, the Project's contribution to capacity building is greater: it has contributed to the development, entry into force and application of the regulations of Law 21.202, which has involved adjustments in the application of the General Law on Urbanism and Construction and modifications to Law 19.300 on General Bases of the Environment; the National Bird Conservation Strategy has been prepared; and we have had an impact on the updating and/or modification of sectoral policies in the Ministry of National Assets, the Ministry of Housing and Urban Development, and the Hydraulic Works Directorate of the Ministry of Public Works.
89. For the RMT, the achievement of these excellent results in strengthening environmental capacities poses an unplanned challenge for the Project: to design, test in pilot projects and, if possible, institutionally anchor mechanisms for intersectoral coordination and public-private cooperation aimed at securing financing for the conservation and restoration of wetlands in the country.

**Finding 10. In the pilot ecosystems, products have been developed and integrated planning processes have been promoted with good quality standards. The appropriation and institutionalization, as well as the systematization and management of the evidence generated, will be key to amplify the replicability of the initiatives.**

90. For the RMT and most of the agents consulted, the pilot initiatives have a dual purpose: on the one hand, to respond to local needs and interests and to comply with the

The second is to test approaches, methodologies and ways of working, assess the effects, extract good practices, compile lessons learned and systematize in order to promote, based on evidence, their replication and amplification autonomously, i.e. without the support of the Project.

91. The first objective described above has been satisfactorily met. The pilot wetlands have been delimited, with areas of high biological, ecological and cultural value and ecosystem services characterized; land uses and land cover have been identified for the five wetlands and their watersheds; pressure and threat analyses have been carried out; areas susceptible to restoration have been prioritized; management plans have been prepared; and monitoring action plans have been designed and implemented.
92. In addition to these cross-cutting products for the five pilot ecosystems, communication campaigns, training programs, dissemination and knowledge materials (atlases, books, etc.), institutional strengthening processes and local development plans have been developed, with a different territorial imprint, taking into account the particularities of each pilot initiative.

Among the above are the following:

93.
  - The Cahuil Bar Protocol: In this wetland, a procedure has been designed and institutionalized to regulate, based on a series of indicators, the opening of the bar, providing a consensual response to one of the most controversial productive and environmental problems in this territory.
  - The training program in Mantagua: The pilot program implemented in the Valparaíso Region has successfully deployed an environmental training program directed at teachers in municipal schools. Such have been its effects that the content has been formally incorporated as part of the pedagogical curriculum of the Quintero commune and, at the request of the municipal government, the experience has been replicated in the commune of Puchuncaví.
  - Multi-stakeholder articulation in Rocuant Andalien: the local technical committee of this wetland has succeeded in integrating and establishing dialogues between parties with different interests and needs. Four municipal administrations, environmental NGOs, companies, and community and grassroots organizations participate in this governance body.
  - Partnerships with companies in Elqui: as part of the implementation of the wetland restoration plan and its contributing account, the Project has managed a collaboration agreement with the Teck mining company, which owns some of the prioritized restoration sites.
  - Promoting local development in Queule: the implementation of this pilot project has been especially concerned with promoting local development. In this context, a value chain study has been carried out, training has been provided in sustainable handicrafts aimed mainly at women, and a tourism infrastructure project is about to begin within the framework of the Chile-Mexico cooperation agreement.
94. The second purpose has not shown much progress and it is normal that this should be the case in the medium term. The focus so far has been mainly "inward" of each pilot initiative, trying to respond, in addition to what was originally planned, to the growing demand for technical assistance, resource mobilization and expansion of actions in the territories.

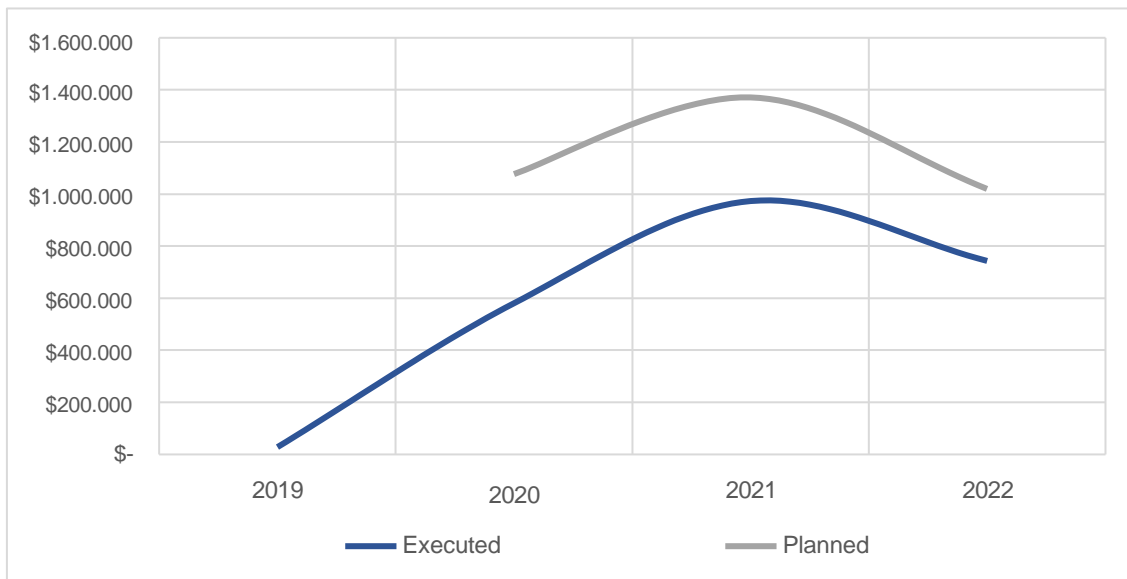
95. For the RMT, there is a risk that the technical execution of the pilots will become *self-absorbed*, neglecting their contribution to the national objectives of the Project, the generation and systematization of evidence and the institutionalization and replicability of the processes promoted and products achieved.
96. [Recommendations](#), the evaluation considers that at this stage of the Project, efforts should be concentrated on consolidating and managing the knowledge derived from the ongoing processes and actions stipulated in the Prodoc, rather than territorially and/or programmatically expanding the intervention and/or opening up new topics or work agendas at the local level.
97. In this sense, the design of forms of institutionalization of regional and local governance and management, together with the search for and/or development of medium and long-term financing mechanisms for the implementation of management and restoration plans are key, since the appropriation of these instruments is directly related to the capacity to mobilize resources for the communities and to the functionality for the deployment of sectoral adaptation and mitigation plans.

### 4.3 Efficiency

#### **Finding 11. Financial and operational resources have been sufficient and available to implement the project strategy with quality and on time.**

98. The project has had sufficient financial and operational resources to deploy the different strategies considered in its design with quality.
99. The GEF's contribution (USD 5,146,804) has made it possible to form a team with good technical profiles, make equipment, materials and adequate infrastructure available to the project, and provide resources to cover the operating expenses necessary to implement the different activities at the national level in general and at the pilot sites in particular.
100. The Sendero de Chile Foundation's management of the budget is satisfactory; it has been agile in disbursements and has maintained fluid communication with the Project's coordination and administrative support staff, allowing timely availability of the necessary resources to deploy the Project's strategy within the planned timeframe.
101. The annual trajectory of the expenditure curve has been a reflection of what was planned at the beginning of the Project, while the rate of expenditure has been below budget - the 2,324,293 of \$3,467,104 - (graph 2). This situation is justified by a favorable dollar-peso exchange rate, by the impossibility of carrying out face-to-face activities during the confinement period imposed due to the sanitary crisis, and by the additional contributions that the Project has leveraged, which have allowed for specific savings and/or partial financing of some activities.

**Figure 2. Planned and executed expenditure by year**



102. The budget under-execution gap will tend to reduce in the second half of Project implementation; pending restoration actions and the execution of unplanned actions aimed at improving impact potential and sustainability  
-Some of the measures to be recommended by this RMT will result in an acceleration of spending in the coming months and years.



**Finding 12. The organizational structure is adequate to implement the Project's strategy with efficiency and quality.**

103. The project team has been organized into technical teams; one person financed with GEF funds and the other provided by the MMA. This structure is mirrored from the national to the regional level. In addition to the technicians, the team is complemented by an administrative assistant and a communications officer.
104. For the RMT, in light of the good results and significant programmatic progress achieved to date, this form of organizing human resources is satisfactory, as it has been functional to the technical execution needs of the Project.
105. The number of professionals responsible for the pilot initiative in Bío-Bío is the only observation found in this regard. The number of municipalities and actors involved, the territorial scope and the multiple interests in dispute, justified a reinforcement in the initial stages of the Project in the area and thus facilitate a more agile response to the implementation of the pilot in question.
106. Finally, the RMT highlights and ratifies what was mentioned by most of the key actors consulted: the leadership style, professional profile and coordination skills, as well as the commitment and technical quality of the local coordinators, have been decisive for the success of the Project at the national, regional and local levels.

**The Project showed good responsiveness and adaptability to the mobility restrictions imposed by the Covid-19 health crisis.**

107. A few months into the Project, the Covid-19 pandemic prompted the Chilean State to issue sanitary measures that included restrictions on mobility and assembly. This situation negatively affected the Project's possibilities of carrying out actions in the field.
108. For the RMT and the people interviewed, the response to this contextual constraint was appropriate. The Project concentrated its efforts on developing products that did not necessarily require field work.
109. During this period, progress was made in the generation of inputs and in the drafting of the regulations to Law 21,202, as well as in the preparation of documents to support its implementation.
110. In addition, the decision was made to redouble the Project's virtual presence. In the area of training, webinars, talks, seminars and online training were held, while in the area of communications, multiple educommunication, dissemination and awareness-raising materials were developed and shared through the different digital channels managed by the Project.
111. The good adaptation capacity shown by the Project resulted in an unplanned effect: the increase of the virtual presence led to the expansion of the territorial scope and the multiplication of people who became interested, informed and sensitized about the conservation of wetlands in Chile, thus transforming a threat into an opportunity.

## 4.4 Factors that have affected the performance of the Project

### 4.4.1 Project Design

**Finding 14. The quality of the design is good and the consistency of the intervention logic is high.**

112. The vertical intervention logic designed is of good quality; the formulated results chain (activities-outputs-outcomes-objectives) is coherent; the different components clearly point to the achievement of the effects and impacts sought in the medium and long term, respectively.
113. The horizontal logic is also consistent. The designed indicators and associated targets are measurable, time-bound, relevant, specific and achievable, i.e. they meet the SMART criteria. The means of verification in general and especially those linked to capacity building and awareness raising stand out because they indicate the source of information, the measurement instrument and the method of analysis. The assumptions, although they could have been more robust, satisfactorily describe the minimum factors or circumstances that must be in place to facilitate compliance with the respective indicator.

### 4.4.2 Project Implementation

**Finding 15. UNEP has satisfactorily fulfilled the functions of an implementing agency.**

114. UNEP has complied with the core functions and quality standards required and described by the GEF in its "[Project Cycle Policy Guidelines](#)"; "[GEF Minimum Fiduciary Standards](#)" and in the documents from the [39th GEF Council meeting](#).
115. As the implementing agency, it has satisfactorily accompanied the identification, preparation of the idea, formulation, implementation and the present evaluation, ensuring the quality of the design and providing technical support and supervision in accordance with the needs of the project.
116. UNEP's capacity building and programmatic direction in the incorporation of cross-cutting perspectives, especially gender, as well as the requirement for a more systematic follow-up of co-financing, are aspects to be strengthened in its work as an implementing agency (see sections [4.4.5. Co-financing](#) and [5. Gender](#)).

### 4.4.3 Project execution

**Finding 16. MMA's technical and financial management and execution of the Project is Satisfactory.**

117. In accordance with the specific requirements established between UNEP and MMA, the day-to-day management and implementation of project activities is satisfactory. Accountability, use of funds, procurement and contracting have been carried out in a timely manner and with due probity and transparency.

118. The agreement signed between the MMA and the Sendero de Chile Foundation has been a successful administrative arrangement; the arrangement and application of operational tools has been carried out efficiently and has ensured the correct use of financial resources.

#### 4.4.4 Monitoring and evaluation

**The Project has a Monitoring and Evaluation System (SME) tailored to the initiative's monitoring and accountability needs. In addition, it has innovated with the design and implementation of a virtual platform that facilitates data entry and visualization of the progress of activities, products and indicators.**

119. As shown in the table below, the Project designed and implemented an EMS that integrates the essential components that these systems should include.

**Table 6. Basic components of an EMS and the form adopted by the Project**

Components	Project SME
Management structure	There are accountability procedures and a defined line of responsibility. The head of the EMS is the project coordinator, who has the knowledge and experience in the field. more than sufficient skills to perform this function.
M&E planning	Project monitoring is duly planned. Mid-term and final evaluations, annual reports to the donor and semi-annual reports to the implementing agency were considered.
Coordination instances	The project team meets weekly to review the status of progress and program activities in the short term. In addition, it holds semiannual accountability and reporting meetings. planning.
Planning instruments	The project team has two planning instruments: the results matrix and the POAs. The latter are prepared in a participatory and decentralized manner.
Virtual space for storage and access to information	The information generated by the project is stored and organized in a virtual platform designed especially for the initiative.

120. Of the components included in table 6, the evaluation highlights the last one on the list. The virtual platform makes it possible to enter information and easily know the progress status of the indicators, the implementation of activities, products and access the corresponding sources of verification.

121. This platform is well valued not only because of its usefulness for the M&E of the evaluated project in particular, but also because it has a high replication potential for other GEF projects that MMA is or will be implementing.

#### 4.4.5 Co-financing

**The committed co-financing has been reported as materialized as planned. However, the evaluation considers it necessary to strengthen the monitoring and documentation of the resources mobilized.**

122. In order to report the materialized annual co-financing, the product of the division of the total amount committed by the number of years of the project duration by the number of years of execution has been multiplied by the following formula:

$$\text{Reported co-financing} = \frac{\text{total committed}}{\text{years of duration}} \times \text{number of years executed.}$$

123. Following this logic, since at the time of the RMT three of the five years of Project execution were completed, 60% of the co-financing, equivalent to US\$12,195,194, has been reported as having materialized.
124. The RMT did not have access to supporting documentation for the aforementioned figures (only the initial letters of commitment). The only evidence of the materialization of the co-financing are the interviews, observations in the field and the high levels of efficiency achieved, which indirectly indicate that the investment committed by the institutions has been materializing.
125. Strictly speaking, this situation would not be in line with the [GEF co-financing guidelines](#), since the latter states that agencies must provide information on the actual amounts, sources and types of co-financing and investment mobilized in their mid-term reviews and final evaluations and that, in accordance with the [co-financing policy](#), agencies must identify, document with official sources (documents from the institutions that committed co-financing specifying the amounts and/or in-kind contributions made), monitor and report on the expected and actual investment mobilized in all the projects, agencies must identify, document with official sources (documents from the institutions that committed cofinancing specifying the amounts and/or in-kind contributions made), monitor and report on expected and actual mobilized investment in all projects and programs for which information is available.

#### 4.4.6 Stakeholder participation

**Stakeholders have been involved and have had access to information during the design and implementation phases.**

126. State actors at the local, regional and national levels, as well as beneficiary groups, civil society organizations and the private sector have actively participated in the project. The local technical committees have been the spaces that have shown the greatest intensity of involvement of the parties.
127. In line with the guidelines of the [GEF Stakeholder Engagement Policy](#), in the local instances, as well as in the other Project governance bodies, the stakeholders who have been able to freely express their points of view, without interference, coercion, discrimination or intimidation, have been informed of the participating institutions, have been aware of the different activities carried out and have had access to the products and information generated by the Project in a timely manner.

#### 4.4.7 Communication and knowledge management

**Communications and knowledge management have contributed to disseminate the Project's activities and products and to raise awareness and place on the public agenda the importance of wetland conservation and restoration in general and pilot ecosystems in particular.**

128. Communications is one of the strong and highly valued points of the Project. Outsourcing the service to an agency, but including in the contract a specialist with exclusive dedication, has ensured high levels of quality and a continuous and updated dissemination of the progress and milestones of the GEF Wetlands.
129. The [Project's web page](#) is complete and an adequate platform for managing the knowledge generated; it contains dissemination materials in different formats (infographics, audiovisuals, books, etc.), bulletins, technical reports, guides and manuals, educational materials, training compendium, videos of talks, seminars and courses, among other products.
130. In addition, the Project's communications maintain active social networks on Instagram, Facebook and YouTube along with a Spotify channel, actively expanding the types of audiences and the number of people (more than 10 thousand) accessing information about wetlands in general and the Project in particular.
131. In addition to the website, a specific wetlands module is being incorporated into the [Biodiversity Information and Monitoring System \(SIMBIO\)](#) and the [information platform on aquatic and coastal ecosystems](#), both sites managed by the MMA, is being fed and reinforced. This project design decision is the right one for the evaluation; it will allow for permanent knowledge management with proven quality standards.
132. With the understanding that the communication support for the promotion of wetland conservation will end with the Project, the evaluation considers it appropriate to explore alternatives for MMA to sustain the levels of access to information, knowledge and awareness once funding ceases (see section [7. Recommendations](#)).

## 4.5 Genre

### **Finding 21. The Project presents deficits in gender mainstreaming.**

133. Although the Project included gender-responsive indicators in its design and the team is aware of the importance of achieving equitable participation among women and men, for the RMT these actions are insufficient.
134. The standards outlined in the [GEF's gender equality policy](#) are more demanding. The policy mentions that a gap analysis or equivalent social assessment should be conducted as input for the development of a gender strategy to address identified inequalities. The RMT considers that in addition to the design of a strategy, it requires trained teams and specific budgets to deploy it, all of which are absent in the evaluated project.

## 4.6 Safeguards

**In accordance with its risk categorization and GEF guidelines, the Project has taken the necessary measures to avoid generating harmful effects on the habitats in which it operates.**

135. As mentioned in the Prodoc, in accordance with the low risk categorization and in line with the [updated GEF safeguards policy](#), the Project has considered the views of potentially affected people and has taken precautions not to harm them as a result of its implementation.
136. It also has the capabilities and procedures to ensure that its execution does not cause harmful effects on the habitats where it intervenes and has avoided contravening applicable international environmental treaties. On the contrary, the activities are aimed at improving the conservation status of biodiversity and the maintenance of wetland ecosystem services.

## 4.7 Sustainability

In the medium term, the individual, institutional and environmental capacities strengthened by the project have good prospects for sustainability. The management of the knowledge generated, the communication, awareness and education processes, the regional and local governance and management, and the medium and long-term financing for the implementation of the planning instruments developed, require additional actions for their institutionalization and consequent continuity once the financing ceases.

137. Capacity building is the area of the project most likely to be sustainable.
138. At the individual level, there is a good appropriation of the people who have developed skills, showing a willingness to put, within their areas of competence, the acquired learning at the service of wetland conservation and restoration.
139. The strengthening of institutional capacities expressed in the creation of the wetlands module in the Biodiversity Information and Monitoring System (SIMBIO) and the Information Platform on Aquatic and Coastal Ecosystems, have secured human and financial resources for their maintenance, follow-up and updating. In the case of the tools, guides and guidelines for the application of Law 21,202, these have been recurrent consultation material for the municipalities, the MMA and other interested parties. In light of what has occurred to date, it is expected that interest will continue and even increase as more local governments begin the process of declaring urban wetlands.
140. The favorable environment to which the Project has contributed to generate has also ensured its sustainability. The regulations to Law 21,202 have already been enacted and are part, including their implications in other legal bodies such as Law 19,300 and the General Law of Urbanism and Construction, of the institutional framework of the Chilean State.
141. Once continuity in the aforementioned areas is assured, the RMT needs to concentrate its efforts on the development and implementation of an institutional anchoring strategy - national, regional and/or local- (see section [7. Recommendations](#)).
142. This strategy should include mechanisms to provide continuity in communications, ensure knowledge management and maintain or replicate the educational processes provided.
143. In addition, it is essential to consider the institutionalization of regional and local governance bodies, as well as to design and test funding mechanisms for the management and restoration plans developed within the framework of the project.

## 5. CONCLUSIONS

Considering the main findings associated with the questions and criteria of this review, it is possible to present the following conclusions:

**Conclusion 1 (Strategic Relevance):** The design and implementation of the GEF Wetlands has a high strategic relevance. The results, products and activities are consistent with the strategic priorities of the GEF and UNEP, the strategies and policies of the Chilean State and the needs of the beneficiary groups. The high relevance has facilitated good levels of interest, ownership, stakeholder participation and the establishment of synergistic relationships with various institutions and individuals.

**Conclusion 2 (Project effectiveness-objective):** the review concludes that the actions implemented, the products achieved and the results attained at mid-term are contributing to the conservation and restoration of wetlands in Chile. These advances are the expression of a high technical execution of activities and the achievement of most of the formulated goals.

**Conclusion 3 (effectiveness-component 1):** it has been confirmed that the project has been able to raise awareness, facilitate access to information and build capacity on the importance of biodiversity conservation and restoration in wetland ecosystems.

**Conclusion 4 (effectiveness-component 2):** the evaluation concludes that the strengthening of individual, institutional and systemic capacities on integrated landscape approaches for biodiversity conservation and sustainable land management is the best achieved result of the project. Progress in this area has forged a favorable scenario for moving towards institutional anchoring and sustainability of the Project.

**Conclusion 5 (effectiveness-component 3):** the pilot ecosystems show good levels of compliance with goals and development of planned products. Progress towards institutionalization, systematization of evidence and management of the knowledge generated will be key to increase the replicability of the initiatives.

**Conclusion 6 (Efficiency):** the project presents a budget under-execution justified by the contextual conditions (favorable exchange rate and the Covid-19 sanitary emergency) that has not influenced the quality and speed of execution of the project's activities. Considering the results obtained and the volume and quality of products generated, the RMT rates the efficiency of the Project as highly satisfactory.

**Conclusion 7 (Factors that have affected the performance of the Project):**

- The vertical and horizontal logic of the results matrix is coherent; that is to say that the chain of activities-outputs-results shows a reasonable succession to achieve effects that in turn contribute to achieving the objective or impact sought by the Project in the long term.



- The evaluation concludes that the MMA, as executing agency, has satisfactorily performed the basic functions and quality standards required and described by the GEF. In addition, accountability, use of funds, procurement and contracting have been carried out in a timely manner and with due probity and transparency.
- It has been verified that UNEP has satisfactorily accompanied the identification, preparation of the idea, formulation, implementation and the present evaluation; ensuring the quality of the design and providing technical accompaniment and supervision in accordance with the needs of the Project.
- The RMT considers that the M&E system designed and implemented is highly satisfactory; not only does it meet the Project's monitoring and accountability needs, but it has also incorporated a technological development that has a high potential for replication for other GEF projects that the MMA executes or will execute.
- Committed co-financing has been reported as materialized as planned. However, the monitoring, calculation procedures and documentation of co-financing could be improved in terms of traceability and reliability of the data collected.
- Stakeholders have been actively involved since the design of the GEF Coastal Wetlands; the governance spaces, especially those implemented at the local level, are the instances with the greatest participation and commitment to the Project's actions by the people and institutions that comprise them.
- The Project's communications are highly satisfactory. They have contributed to disseminating the Project's activities and products and to raising awareness and placing the importance of wetland conservation and restoration in Chile on the public agenda.

**Conclusion 8 (Gender):** the incorporation of the gender approach in the Project is limited to the formulation of participation indicators differentiated between men and women and the team's concern to integrate women into the activities. For the RMT, this is insufficient; effective inclusion of this perspective requires the development of a diagnosis, the design of a strategy and teams trained in this area.

**Conclusion 9 (safeguards):** the Project has adopted the measures and has not generated negative effects on the environment; on the contrary, the actions of the GEF Wetlands are aimed at improving the conservation status of biodiversity and maintaining the ecosystem services of wetlands.

**Conclusion 10 (Sustainability):** it is concluded that the Project presents good probabilities of sustainability of the results and effects achieved in the strengthening of individual, institutional and environmental capacities.

Adequately managing the knowledge generated, maintaining the communication, awareness and education processes deployed, institutionalizing regional and local governance and management, and developing financing mechanisms in the medium to long term are pending challenges that the project should consider in the remaining time of execution.

## 6. LESSONS LEARNED

Programmatically linking the Project with ongoing processes and public policies (e.g., the Urban Humades Law and the SIMBIO) has been an accelerator for the development of quality products and the achievement of good results.

**Lesson learned 2.** Municipal and community ownership of management plans will be directly proportional to their functionality in mobilizing resources for the community.

**Lesson learned 3.** Effective gender mainstreaming requires at least: capacity building for teams; a gap analysis and a strategy to reduce it; gender-responsive results frameworks; and specific budget lines.

**Lesson learned 4.** The national leadership, the decentralized organizational structure and the profile of the professionals have positively conditioned the effectiveness, efficiency and quality of the Project's execution.

**Lesson learned 5.** The different regional and local complexities of the pilot wetlands should have been correlated with the size of the responsible teams. For example: Due to the number of communes, the diversity of stakeholders and the multiple interests of the parties, a larger team in Bio-Bio would have been justified.

**Lesson learned 6.** The decentralized implementation of activities and the levels of regional autonomy should limit the programmatic margins of the Project, the purposes it pursues, and the role and function it should fulfill for the Ministry of the Environment in particular and the State of Chile in general.

**Lesson learned 7.** Pilots are not an end in themselves. In addition to meeting the goals and developing the products committed to in the Prodoc, they should be used to test methodologies, instruments or tools, extract good practices and lessons and then promote, based on evidence, adjustments for their autonomous replication (independent of the Project).

**Lesson learned 8.** Individual will, capacity building and institutional strengthening are necessary but insufficient if permanent change is expected; an environment (administrative, political, regulatory and budgetary) is also needed to encourage and support the adoption of the measures promoted by the Project.

**Lesson learned 9.** A cost-effectiveness analysis of the conservation and restoration of pilot ecosystems would facilitate the prioritization of actions, the establishment of intersectoral synergies, the generation of public-private partnerships, and the mobilization of resources.

**Lesson learned 10.** The intensity and quality of sectoral participation in local and regional governance bodies will decrease in direct relation to the number of bodies constituted.

## 7. RECOMMENDATIONS

### **Recommendation 1. To the project team, the Ministry of Environment and other stakeholders on strengthening governance.**

In the understanding that much of the programmatic continuity and financial sustainability of the processes promoted in the pilots will be conditioned to the autonomous functioning of the governance bodies, it is recommended to empower and develop capacities in the municipalities as leading institutions of the local committees, together with the formation, consolidation and/or strengthening, as appropriate, of the regional committees.

- **Suggestion 1.** For the regional governance body, it is suggested to promote the active and preferential incorporation of the sectoriality and public institutions - national/regional - that are currently participating or have participated in the local committees promoted by the Project.
- **Suggestion 2.** Use as a reference the progress, good practices and lessons learned generated by the regional committee of the Libertador Bernardo O'Higgins region.
- **Suggestion 3.** Expand the call to committees (local and regional) and formalize collaboration agreements with regional academic institutions.
- **Suggestion 4.** Develop and pilot strategic designs and regulations for the formation and operation of local and regional committees and institutionalize coordination between the two bodies.
- **Suggestion 5.** Evaluate the advisability of *annexing* the regional committees -as a thematic roundtable or other figure- to governance bodies already formed or to be formed.

### **Recommendation 2. To the Project team and the Ministry of Environment on the design and anchoring of a national communication and awareness strategy.**

As a measure aimed at sustaining the levels of access to information, knowledge and awareness achieved and to sustain the interest of the different parties (public, private and community - national, regional and local), it would be advisable for the Project to develop, pilot and institutionalize in the MMA a communication and awareness strategy on the importance and convenience of conserving and restoring wetlands.

- **Suggestion 1. To** consider as one of the priority axes the communication *within* the institutions of the Chilean State at all levels.

### **Recommendation 3. To the Project Team regarding the generation of proposals for adjustments to the management plans developed.**

One of the purposes of the pilot initiatives is to generate knowledge to be used as inputs for scaling up and replicating the processes. In this sense, it is recommended to systematize the lessons learned and propose adjustments to the development and implementation of management plans.

**Recommendation 4. To the Project Team on the systematization of successful experiences.**

In order to extract lessons learned and contribute to the visibility and appropriation of what has been done, it is recommended to systematize the experience of the work in support of the Urban Wetlands Law and to choose at least one experience for each pilot initiative.

- **Suggestion 1.** Consider the following processes:
  - Bio-Bio: formation and operation of the local committee;
  - O'Higgins: development process, adherence and results of the Cahuil bar management protocol.
  - Araucanía: construction of infrastructure with a gender and intercultural approach within the framework of the Chile-Mexico Joint Cooperation Fund.
  - Coquimbo: public-private articulation with the company TECK to carry out restoration actions.
  - Valparaíso: process and institutional anchoring of environmental education programs.

**Recommendation 5. To the Project Team and the Ministry of Environment on the quantification and economic valuation of environmental benefits and co-benefits resulting from investment in wetland conservation and restoration.**

In order to have evidence to improve the possibilities of: influencing public policies; articulating actions with the State sector within the framework of the execution of its adaptation and mitigation plans; facilitating access to financing from other sources and; knowing the current and potential contribution to Chile's commitments to the United Nations Framework Convention on Climate Change; in order to have an example and model to follow, it is recommended to conduct a study to measure the investment costs and the environmental benefits and co-benefits associated with the conservation and restoration of at least one of the pilot wetlands.

**Recommendation 6. To the Project team, the Ministry of Environment and other stakeholders on the intersectoral, multilevel and public-private cooperation articulation for financing the conservation and restoration of the pilot wetlands and their associated management plans.**

It is recommended that professionals specialized in government administration (lawyers or public administrators, for example) be entrusted with the identification, development and piloting of mechanisms - feasible and within the current institutional framework - for intersectoral and multilevel articulation (collaboration agreements, for example) and public-private cooperation aimed at ensuring financing for the conservation and restoration of the pilot wetlands and their associated management plans.

**Recommendation 7. To the project team, the Ministry of Environment, municipalities and other stakeholders on the prioritization and implementation of one or more actions included in the management plans.**

As a way to enhance the value of the management plans developed, generate greater adherence to the participation of the different actors in the local committees and combat the first signs of learned hopelessness, it would be favorable to promote the materialization of at least one of the works or actions stipulated in the planning documents of the pilot wetlands.

- Carry out a participatory prioritization and transfer the leading role from the Project to the institutions, communities and organizations that are part of the territory and the committees.
- **Suggestion 2.** Take advantage of this opportunity to test the intersectoral coordination and/or public-private cooperation mechanisms mentioned in recommendation 6.

**Recommendation 8. To the Project Team on the consolidation of processes, safeguards and programmatic convergence.**

To mitigate the risk of falling into possible programmatic dissipation, it would be advisable for the pilots to concentrate their efforts on consolidating and managing the knowledge derived from the ongoing processes and actions stipulated in the Prodoc, rather than territorially and/or programmatically expanding the intervention and/or opening up new topics or work agendas at the local level.

- **Suggestion 1.** Place at the center of the decision making process regarding technical execution the contribution of activities and/or products not originally planned to the Project's objectives, to the construction of conditions conducive to institutional anchorage and adherence of the different stakeholders, as well as to the generation of knowledge for replicability and scalability of the pilots.

**Recommendation 9. To the project team, the Ministry of Environment and other stakeholders on the design and implementation of a sustainability and exit strategy aimed at institutional anchoring.**

It is recommended that a strategy be designed and implemented to ensure the sustainability of the effects and processes promoted by the project. This should include, among others, the following lines of action: advocacy for institutional anchoring; establishment of interinstitutional, intersectoral and multilevel articulation mechanisms between governmental actors and existing public policy instruments; consolidation of governance bodies; communication and knowledge management; and public and private financing alternatives.

- Conduct a review and update of the Project's theory of change, emphasizing the drivers and intermediate states to use this reflection as an input in the construction of the strategy.

**Recommendation 10. To UNEP on the facilitation of policy dialogues aimed at making the financial and institutional sustainability of the Project feasible.**

Ensuring sustainability will require high-level decisions whose area of influence is beyond the scope of the project team. In this context, the involvement of the UNEP Representation for the Southern Cone in facilitating dialogues with decision makers is recommended.

- Align these actions with the sustainability strategy and provide the parties with the necessary evidence to enable fact-based advocacy.

## APPENDICES

### Appendix 1. Scorecard of the GEF evaluation criteria.

GEF criterion/subcriterion	Score	Summarized comments
<b>A. STRATEGIC RELEVANCE</b>		
A1. Overall strategic relevance	HS	The Project has been totally aligned with the strategic priorities of the different institutions and stakeholders.
A1.1. Consistency with priorities GEF and UNEP's strategic	HS	The project is highly consistent with the objectives of the GEF-6, the framework UNEP's strategic plan.
A1.2. Relevance to national, regional, and global priorities and the needs of beneficiaries	HS	The project was harmoniously aligned with national climate change and biodiversity conservation priorities.
A1.3. Complementarity with existing interventions	HS	The high strategic relevance of the project has facilitated the establishment of complementary relationships with other actions. and private companies.
<b>B. EFFECTIVENESS</b>		
B1. Overall assessment of progress towards project objectives	S	The implementation of the project has contributed to the conservation of wetlands in Chile. The recovery of coastal landscapes and the promotion of local development in the pilot sites, although in process, has not yet shown tangible results.
B 2. Progress on project results	HS	The mid-term goals associated with the outcome indicators have been largely achieved; most of them have far exceeded what was planned, even reaching the goals set for the end of the project.
Decision makers and relevant stakeholders recognize the importance of BD and land degradation problems in wetland ecosystems.	HS	As a result of the project, public officials, decision makers and other stakeholders at regional and local levels have been sensitized, provided with information and trained on the importance of biodiversity conservation and restoration and land degradation issues in wetland ecosystems.
Outcome 2.1. Improved institutional and technical capacities in Integrated Landscape approaches for BD and SLM conservation (...)	HS	Individual, institutional and systemic capacities on integrated approaches to biodiversity conservation and sustainable land management have been strengthened as a result of project implementation.
Result 2.2. Incorporate BD and SLM conservation regulations and criteria in coastal landscapes in the strategies and mandates of MMA, MINVU, MBN, MOP and MINAGRI. increasing the scope of the Project	S	The project had an impact on the updating and/or modification of sectoral policies in the Ministry of National Assets, the Ministry of Housing and Urban Development and the Directorate of Hydraulic Works of the Ministry of Public Works.
Outcome 3.1. Mechanisms strengthened for planning and implementation integrated between sectors (...)	S	Management and restoration plans have been developed for the pilot wetlands and their contributing watersheds. Work has not yet begun on the implement.
Outcome 3.2. Institutions (...) recognize and incorporate in their planning, zoning and practices, aspects of conservation, restoration and monitoring of BD conservation, and the MST (...).	HS	As a result of the entry into force of the regulation of Law 21,202 on urban wetlands, to which the Project contributed, more than 90 wetlands have been declared in the country.
Outcome 3.3. Incomes of small landowners in coastal landscapes are more resilient, diversified and strengthened.	MS	Actions have been taken and progress has been made in achieving this result, however, there is still no clear indication that the incomes of small landowners are improving as a result of the consequence of the Project.
Overall score of progress towards meeting objectives	S	The project has contributed to generate favorable institutional and community conditions to advance towards the desired impact.

GEF criterion/sub-criterion	Score	Summarized comments
B1.3 Likelihood of occurrence of effects	P	The mid-term project has already generated effects in the amplification of areas under some type of protection and in the strengthening of capacities. The sustainability of these advances is a challenge for the future. for the Project.
<b>C. EFFICIENCY</b>		
C1. Efficiency	HS	The organizational structure, the quality of the team, the response to unforeseen events, the availability of resources, the products and results achieved with the investment made are highly satisfactory.
<b>D. SUSTAINABILITY OF PROJECT RESULTS</b>		
D1. Overall likelihood of risks to the sustainability	MP	Moderate risks are identified in the long-term financing and institutional anchoring of the Project's processes.
D1.1. Financial risks	MP	Funding for management and restoration plans is not assured. However, there are good expectations and willingness to develop a mechanism.
D1.2. Socio-political risks	P	No socio-political risks are observed
D1.3. Institutional and business risks governance	MP	It is necessary to institutionalize the governance bodies promoted by the Project.
D1.4. Environmental risks	P	No risks to the environment are observed.
D2. Enlargement and replication	P	There are good replication options. The systematization of experiences and the management of this knowledge.
<b>E. FACTORS AFFECTING THE ACHIEVEMENT OF OBJECTIVES</b>		
E1. Project design and preparation	HS	The quality of the design is good and the coherence of the logic of intervention is high.
E2. Quality of the implementation of the project	S	UNEP has satisfactorily fulfilled its agency functions implementer.
E3. Quality of project execution.	S	In accordance with the specific requirements established between UNEP and MMA, the management and implementation of day-to-day activities of the Project is satisfactory
E4. Stakeholder engagement	S	The project implementation was transparent and there was room for participation and involvement of the different stakeholders.
E5. Communication, knowledge management and knowledge products	HS	Communications and knowledge management have contributed to disseminate the Project's activities and products and to raise awareness and place on the public agenda the importance of the conservation and restoration of coastal wetlands.
E6. Overall quality of M&E	HS	The M&E system designed and implemented not only meets the Project's monitoring and accountability needs, but has also incorporated a technological development that has a high potential for replication in other GEF projects that MMA executes or is implementing. will execute.
E7. Overall assessment of the factors affecting results	S	These factors, rather than negatively affecting Project performance, contributed to better execution and achievement of results.
<b>F. CROSS-CUTTING ISSUES</b>		
F1. Gender and other equity dimensions	MI	the incorporation of the gender approach in the Project is limited to the formulation of participation indicators differentiated between men and women and to the team's concern to integrate them into activities.
F2. Environmental and social safeguards	AS	The measures were taken and there were no environmental effects and no socially negative.
<b>Overall project score</b>	<b>S</b>	



## Appendix 2. GEF Scoring Scheme

### PROJECT OUTCOMES AND OUTPUTS

Rating	Description
Highly Satisfactory (HS)	The level of results achieved clearly exceeds expectations or there have been no deficiencies.
Satisfactory (S)	The level of results achieved is as expected or there have been no or minimal deficiencies.
Moderately Satisfactory (MS)	The level of results achieved is more or less as expected or the deficiencies have been moderate.
Moderately Unsatisfactory (MI)	Somehow the level of results achieved is lower than expected or there have been significant deficiencies.
Unsatisfactory (I)	The level of results achieved is substantially lower than expected or there have been major shortcomings.
Highly Unsatisfactory (AI)	The level of results achieved is insignificant or there have been very serious deficiencies.
Impossible to Evaluate (IE)	The information available does not allow an evaluation of the level of results achieved.

### PROJECT IMPLEMENTATION AND EXECUTION

Rating	Description
Highly Satisfactory (HS)	There have been no deficiencies and the quality of implementation/execution exceeds expectations.
Satisfactory (S)	There have been no or minor deficiencies and the quality of implementation/execution meets expectations.
Moderately Satisfactory (MS)	There have been some shortcomings and the quality of implementation/execution more or less meets expectations.
Moderately Unsatisfactory (MI)	There have been significant shortcomings and somehow the quality of implementation/execution is lower than expected.
Unsatisfactory (I)	There have been major shortcomings and the quality of implementation/execution is substantially below expectations.
Highly Unsatisfactory (AI)	There have been very serious deficiencies in the quality of implementation/execution.
Impossible to Evaluate (IE)	The information available does not allow for an assessment of the quality of implementation/execution.

## MONITORING AND EVALUATION

Rating	Description
Highly Satisfactory (HS)	There have been no deficiencies and the quality of the design and implementation of M&E exceeds expectations.
Satisfactory (S)	There have been no or minor deficiencies and the quality of M&E design/implementation meets expectations.
Moderately Satisfactory (MS)	There have been some shortcomings and the quality of M&E design/implementation more or less meets expectations.
Moderately Unsatisfactory (MI)	There have been significant shortcomings and the quality of M&E design/implementation is somewhat below par. expected.
Unsatisfactory (I)	There have been major shortcomings and the quality of M&E design/implementation is substantially below expectations.
Highly Unsatisfactory (AI)	There have been very serious deficiencies in M&E design/implementation.
Impossible to Evaluate (IE)	The information available does not allow for an assessment of the quality of M&E design/implementation.

## SUSTAINABILITY

Rating	Description
Probable (P)	There is no or minimal risk to sustainability.
Moderately Probable (MP)	There are moderate risks to sustainability.
Moderately Improbable (MI)	There are significant risks to sustainability.
Improbable (I)	There are very serious risks to sustainability.
Impossible to Evaluate (IE)	It is impossible to assess the expected incidence and magnitude of sustainability risks.

## Appendix 3. Results matrix

Green: achieved		Yellow: expected to be achieved		Red: not expected to be achieved										
<b>Component 1</b> Information management and dissemination for the knowledge of the importance of biodiversity and sustainable land use in a landscape/watershed approach.														
<b>Outcome 1.1</b> Decision makers and relevant stakeholders recognize the importance of BD and land degradation issues in Wetland ecosystems through more and better information of its importance and provision of SSEE and Socioeconomic (change of attitude in these matters).														
Indicator	Mid-Term Goals	Goals at the end of the project	% of achievement RMT	Brief description of progress up to the RMT	Ranking of Achievement	Justification of the Ranking								
I) Increased information and data availability regarding the importance of coastal landscapes and the ecosystem services they provide.	At least one pilot watershed has a full SSEE assessment.	At least two pilot watersheds have a complete SSEE assessment	100%	5 pilots with SSEE identification Pilot Cahuil with economic valuation of SSEE Partnership with Universidad de Chile, for pluralistic evaluation of SSEE in Huasco	HS	The Project's closing goals have been achieved at mid-term.								
	5 delimited pilot wetlands	5 wetlands delimited pilot wetlands	100%	Completed, 5 pilots with wetland delimitation, land use and land cover, threat analysis, territorial planning instruments.										
	At least one pilot diagnosed with from sources pollutants	At least one pilot diagnosed with from sources contaminants.	100%	Finished, pilot Elqui										
	At least 1 pilot with hydrodynamic study of the rod behavior	At least 2 pilots with hydrodynamic study of rod behavior.	100%	Finished for both pilots (Cahuil and Elqui)										
ii) Increases recognition of the importance of conserving significant BD and SLM in coastal landscapes for the ecosystem and socio-economic services they provide, as measured by KAP surveys of selected stakeholders (decision-makers) services they provide, as measured by KAP surveys of selected stakeholders (decision-makers, policy-makers	At least 50% of the identified stakeholders have improved with respect to the survey results. KAP by at least 30% with respect to the baseline.	At least 80% of the identified stakeholders have improved with respect to the results of the KAP survey by at least 50% in relation to the baseline.	100%	Results of the study carried out: <table border="1"> <thead> <tr> <th>CNH</th> <th>% increase</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>34%</td> </tr> <tr> <td>P</td> <td>207%</td> </tr> <tr> <td><b>Average</b></td> <td><b>65%</b></td> </tr> </tbody> </table>	CNH	% increase	A	34%	P	207%	<b>Average</b>	<b>65%</b>	HS	Halfway to completion, the goal has been exceeded.
CNH	% increase													
A	34%													
P	207%													
<b>Average</b>	<b>65%</b>													

Indicator	Mid-Term Goals	Goals at the end of the project	% of achievement RMT	Brief description of progress up to the RMT	Ranking of Achievement	Justification of the Ranking
iii) Increased use of the MMA wetlands platform, measured by the increase in downloads of information available on the platform and the degree of involvement of civil society in the collaborative wetland registry	The Wetlands Platform contains integrated information on Ecosystem Services and Biodiversity, and the importance of coastal landscapes (from at least 1 pilot) and with an increase of at least 300% of citizens collaborating in the wetlands inventory (120 people).	The Wetland Platform contains integrated information on Ecosystem Services and Biodiversity, and the importance of coastal landscapes (at least 2 pilots) and with an increase of at least 500% of citizens collaborating in the inventory of wetlands (200 people).	60%	There is a biodiversity platform, where the wetlands module is interoperating with the other modules (protected areas, terrestrial ecosystems, regions, among others) and contains an updated inventory of wetlands (permanently updated). A  Increase of 395% (158) employees.	S	Although there are occasional delays, we are on track to achieve the planned goals.
iv) Increased knowledge of civil society regarding the importance of conserving significant BD and the provision of ecosystem and socio-economic services from coastal landscapes, measured by the number of educational and awareness programs, and how many people participate in the programs (recorded by gender).	At least 2 education and awareness programs (1 per year for each pilot) on coastal wetland ecosystem services, biodiversity and sustainable practices implemented in the pilot areas of the Project.	-At least 5 education and awareness programs (1 per year for each pilot) on coastal wetland ecosystem services, biodiversity and sustainable practices implemented in strategic areas of the coastal wetland Project.	100%	5 education and awareness programs being implemented in each pilot and at the central level	HS	Project closing goals have been achieved at mid-term.
	At least 400 people have participated in the programs.	At least 700 people have participated in awareness programs,	100%	1,729 people have participated in program activities in the different pilot programs and at the central level.	HS	
	At least 40% are women.	At least 40% are women	100%	Of the participants, 864 are women (50%).	HS	
v) Number of communication activities related to the learning of the implementation of pilot projects carried out.	Implementation of at least 2 learning activities.	Implementation of at least 5 learning extension activities.	50%	Exchange of lessons learned in restoration between the Biobío and Queule pilots, in conjunction with the GEF for endangered species.	MS	Only half of the mid-term goal has been achieved, but with high probability of achieving the plan by the end of the closing.

Component 2 Strengthening institutional and regulatory frameworks																
Outcome 2.1 Improved institutional and technical capacities in Integrated Landscape approaches for BD and SLM conservation in coastal ecosystems in Central-Southern Chile. (improved institutional capabilities)																
Indicator	Mid-Term Goals	Goals at the end of the project	% of achievement RMT	Brief description of progress up to the RMT	Ranking of Achievement	Justification of the Ranking										
vi) Increased capacity of professionals, National and Local Technical Committee staff, to manage coastal landscapes, as measured by the KAP survey.	KAP survey results increase by 40% from baseline, through the training program aimed at public services, on landscape-level approaches, ecosystem services, land-use planning and sustainable practices.	KAP survey results increase by 60% from baseline, through the KAP Program training program for public services on landscape-level approaches, ecosystem services, territorial planning and sustainable practices.	100%	<table border="1"> <thead> <tr> <th>Results of the study carried out</th> <th>% Increase</th> </tr> </thead> <tbody> <tr> <td>K</td> <td>31%</td> </tr> <tr> <td>A</td> <td>36%</td> </tr> <tr> <td>P</td> <td>275%</td> </tr> <tr> <td><b>Average</b></td> <td><b>69%</b></td> </tr> </tbody> </table>	Results of the study carried out	% Increase	K	31%	A	36%	P	275%	<b>Average</b>	<b>69%</b>	S	At mid-term, the target has been exceeded. Still room for improvement, especially in the knowledge dimension.
Results of the study carried out	% Increase															
K	31%															
A	36%															
P	275%															
<b>Average</b>	<b>69%</b>															
vii) Increase at involvement of relevant institutions institutions, as measured by the number of inter-institutional exchange seminars for the exchange of knowledge of sustainable management approaches for coastal landscapes and services ecosystem	At least one international/national seminar focusing on sustainable management of coastal landscapes y ecosystem services	At least three international/national seminars focusing on sustainable sustainable management of coastal landscapes and ecosystem services	100%	Four seminars have been held	HS	The Project's closing goals have been achieved at mid-term.										
viii) Participation mechanisms generated, measured by the formation of local and national Committees.	A Steering Committee, a National Technical Committee and 5 Local Technical Committees are established.	A Steering Committee, a National Technical Committee and 5 Local Technical Committees are established.	100%	Steering, technical and local committees established, with minutes of incorporation and internal regulations for each one.	HS	The Project's closing goals have been achieved at mid-term.										



**Component 3. Pilot ecosystems**

**Outcome 3.1** Mechanisms strengthened for integrated planning and implementation across sectors for sustainable natural resource management to reduce soil degradation and conserve BD habitat in coastal landscapes, taking into account the multiple dimensions of livelihoods and productive sectors (agriculture, forestry, livestock, construction, tourism), infrastructure)

Indicator	Mid-Term Goals	Goals at the end of the project	% of achievement RMT	Brief description of the progress up to the RMT	Ranking of Achievement	Justification of the Ranking
xi) Area under integrated land use and reclamation plans for conservation and sustainable use within the pilot watersheds.	Vulnerable areas with degraded areas identified with prioritization in recovery efforts at least 21,000 ha of pilot ecosystems have integrated management and recovery plans developed, reviewed and adapted to local conditions	At least 21,000 ha of pilot ecosystems have integrated land use and restoration plans to maintain, restore and improve the resilience of coastal and wetland landscapes and their watersheds.	100%	5 pilots with prioritized areas to be restored  5 pilots with integrated watershed management plans validated by the CTLs (304,139 ha).	HS	The Project's closing goals have been achieved at mid-term.
xii) Number of sites where programs are implemented for monitoring components that indicate the health of wetland basins and biodiversity, with the participation of public institutions, local communities, and the private sector, local communities and the private sector.	5 integrated programs for monitoring components of wetland basin health and biodiversity, were formulated and adapted to local conditions.	5 pilot sites establish a program for monitoring components of wetland watershed health and biodiversity, with the participation of public institutions, local communities, and the private sector. local communities and the private sector.	100%	The 5 pilots with environmental and citizen monitoring program being implemented	HS	The Project's closing goals have been achieved at mid-term.

<p>(xiii) Number of demonstrative applications of best practices in the following sectors:          -inmobiiliarias          - infrastructure          -agriculture          -forestry          -tourism</p>	<p>At least one demonstration activity in each productive/development sector (total of 5) planned with the adoption of good environmental practices and criteria as indicated in component 2.</p>	<p>At least one demonstration activity in each productive/development sector (total of 5) under implementation in a pilot site, with the adoption of good practices as indicated in component 2.</p>	<p>80%</p>	<p>Four demonstration activities have been implemented or are in the process of being implemented.</p>	<p>MS</p>	<p>Although there are delays, achieving the planned goals has been high possibilities.</p>
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**Outcome 3.2** Institutions associated at the regional level recognize and incorporate in their territorial planning, zoning and practices, aspects of conservation, recovery and monitoring of the conservation of BD and SLM in coastal landscapes (adoption of new practices)

Indicator	Mid-Term Goals	Goals at the end of the project	% of achievement RMT	Brief description of the progress up to the RMT	Ranking of Achievement	Justification of the Ranking
xiv) Number of municipalities that apply territorial planning instruments integrating coastal ecosystem conservation	At least 2 municipalities have municipal ordinances, or other territorial planning instruments (PROT, RENAMU, PRI, PLADECO, ZBC, ZOIT, PRC), that include BD and land degradation considerations in coastal landscapes, and are being implemented.	At least 4 municipalities have municipal ordinances or other land-use planning instruments (PROT, RENAMU, PRI, PLADECO, ZBC, ZOIT, PRC). planning instrument (PROT, RENAMU, PRI, PLADECO, ZBC, ZOIT, PRC), including considerations regarding BD and land degradation in coastal landscapes, and are being implementing.	100%	More than 80 municipalities have declared 92 urban wetlands. The project, together with the MMA, is developing a model ordinance to support the municipalities. Of the pilots, Elqui has already been declared HU, Mantagua and Rocuant are in process.	HS	The Project's closing goals have been achieved at mid-term.
<b>Outcome 3.3</b> Incomes of smallholders in coastal landscapes are more resilient, diversified and strengthened.						
xv) Number of projects for the diversification of sustainable economic activities.	At least 3 projects implemented for productive activities or diversified services	At least 6 projects implemented for productive activities or diversified services	100%	<ul style="list-style-type: none"> <li>• Management plan for the development of sustainable tourism in Cahuil being implemented.</li> <li>• Project to promote local nurseries in Cahuil</li> <li>• From the consultancy in Queule, which prioritized 7 activities for the basin, the following are being implemented sustainable crafts and avitourism</li> </ul>	S	At mid-term, the goal has been met, with high high probabilities of to comply with the program at the close of the project.
xvi) Number of women and men in the communities associated with wetlands that are carrying out diversified productive activities, exclusively or in addition to their usual activities.	At least 10 men and 10 women from local communities are beneficiaries for the diversification of productive activities.	At least 20 men and 20 women from local communities are beneficiaries for the diversification of productive activities.	100%	Direct project beneficiaries: <ul style="list-style-type: none"> <li>• Nursery initiative: 13 women and 7 men</li> <li>• Tourism plan: 94 women 106 men</li> <li>• Sustainable handicrafts: 25 women</li> </ul>	HS	The Project's closing goals have been achieved at mid-term.

<p>(xvii) Level of adoption of strengthened and promoted instruments for the certification of good production practices in coastal landscapes (MMA green seal for coastal landscapes).</p>	<p>At least 2 projects with MMA green seal granted for coastal landscapes.</p>	<p>At least 6 projects with MMA's green seal awarded for coastal landscapes</p>	<p>0%</p>	<p>Planned in Gantt chart for 2023</p>	<p>I</p>	<p>The project has not made progress on this indicator, although it is expected to be achieved.</p>
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## Appendix 4. List of key players consulted

Name	Institution/responsibility	Region
Robert Erath	Task Manager - GEF / UNEP	Panama City
Claudia Silva	Project coordinator / UNEP and MMA	Metropolitan
Jimena Ibarra	In charge of wetlands MMA, technical counterpart of project	Metropolitan
Sebastian Jofre	Head Dept. Aquatic Ecosystems MMA; Project Director.	Metropolitan
Jorge Herreros	SIMBIO Administrator, Dept. Policy and Planning MMA	Metropolitan
Pablo Medina	Project administrative assistant	Metropolitan
Andrea Fuentes	Minvu	Metropolitan
Sebastian Alcayaga	Subdere	Metropolitan
Francisca Poblete	National Assets	Metropolitan
Miguel Diaz	CONAF	Metropolitan
Macarena Maldonado	Project Journalist - Pauta Creativa	Metropolitan
Amerindia Jaramillo	In charge of conservation of the foundation mar adentro (former head of the ecosystems department). Aquatics) * / regulation	Metropolitan
Javiera Ferreyra	Director Chile Audubon Americas / *	Metropolitan
Leonardo Gros	Seremi of Environment	Coquimbo
Carolina Vega	Local Coordinator / UNEP and MMA	Coquimbo
Claudia Accini	Regional Manager RRNN MMA	Coquimbo
Gonzalo Galleguillos	SEREMI MOP	Coquimbo
Eugenia Valdevenito	Environmental Officer Maritime Government of Coquimbo	Coquimbo
Francisco Guzman	NGO Red Aves	Coquimbo
Cyntia Mizobe	Local Coordinator / UNEP and MMA	Valparaiso
Dino Figueroa	Regional Manager RRNN MMA	Valparaiso
Guillermo Alarcón	Port Captainty Advisor	Valparaiso
Javiera Meza	Chief of the Corporation's Biodiversity Conservation Section National Forestry	Valparaiso
José Andrade	Municipality of Quintero	Valparaiso
Claudio Banda	Natural Resources Professional of the Agriculture and Livestock Service	Valparaiso

Luis Figueroa	Consultant and Academic of the Universidad de Viña del Mar	Valparaiso
Ivan Ivelic	Director Amereida Cultural Corporation	Valparaiso
Sebastian Fuentes	Professional Municipal Education Administration Department (DAEM) of the Municipality of Quintero.	Valparaiso
Pedro Villarroel	Professional Department of the Environment of the Municipality of Puchuncaví	Valparaiso
Rafael Gutierrez	Control and Environmental Analyst at the General Directorate of Waters	O'Higgins
Veronica Gonzalez	Regional Manager RRNN MMA	O'Higgins
Luis Araya	Local Coordinator / UNEP and MMA	O'Higgins
Loreto Puebla	Environmental Professional, Municipality of Pichilemu	O'Higgins
Macarena Galaz Cornejo	Head of the Environment Department. Municipality of Pichilemu	O'Higgins
Patricio Osorio	Risk management manager MOP	O'Higgins
Toradji Uraoka	Consultant at Photosynthesis consultants e Izumi consultants (Participation in Cáhuil Delimitation studies, Bar Management Protocol, Implementation of Bar Management Protocol and Management Plan)	O'Higgins
Luis Polanco Contreras	President of the Neighborhood Council N°3 of Cáhuil	O'Higgins
Miriam Abarca Leiva	Agrupación El Muelle de Cáhuil (El Muelle de Cáhuil Group)	O'Higgins
Cristian Cornejo	Regional Manager RRNN MMA	Biobío
Loreto Álvarez	Local Coordinator / UNEP and MMA	Biobío
Patricio Garrido	Municipality of Hualpén	Biobío
Andrea Aste	Municipality of Concepción	Biobío
Elizabeth Sepúlveda	Municipality of Penco	Biobío
Ana María Arzola	Municipality of Talcahuano	Biobío
Loredana Diaz	Regional Government	Biobío
Orlando Gijon	MINVU	Biobío
Patricio Ortiz	Bandada Foundation	Biobío
Katherine Sanhueza	ChileBirds	Biobío
Felipe Jara	ChileBirds	Biobío
Luisa Valenzuela	Neighborhood Council of Parque Central	Biobío
Rodrigo Lopez	Aumen	Biobío
Francisco Oyarce	Forestal Arauco	Biobío
Loreto Arriagada	Project Manager Elaboration of the Integral Territorial Management Plan for the Wetland system and contributing sub-basin	Biobío

Marta Hernandez	Regional Manager RRNN MMA	Araucania
Katherin Solis	Local Coordinator / UNEP and MMA	Araucania
Juan Carlos Paz	Director of SECPLAN, Municipality of Toltén	Araucania
Carmen Gutierrez	Professional SERNAPESCA	Araucania
Fernando Peña	Director of the Territorial Planning Laboratory of the University Católica de Temuco (Preparation of Integral Management Plan)	Araucania
Praxedes Zapata	Boroa-Boldo Sector Representative	Araucania
Nirelda Leal	President Junta de Vecinos Boroa Norte	Araucania
David Valdes	Director RACOLAB (Consultancy Strategic Plan at local level value chains for different items that contribute to the sustainable use of natural resources). wetlands)	Araucania

## Appendix 5. Evaluation Matrix

Criterion: Relevance			
Question 1. Are the design and mid-term results consistent with the priorities of the Chilean State, the GEF-6 strategies, the UNEP strategic framework, the UNS cooperation framework and the interests and needs of the beneficiary groups at the local level?			
Evaluation sub-questions	Indicators / Judgment Criteria	Methods	Sources
1.1 The Project is coherent with the operational strategies and programmatic strategies of GEF-6?	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Degree of alignment, appropriateness and contribution of the Project design and results to the priorities of the GEF-6 biodiversity and land degradation focal areas.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>Presence of a justification in the Project design that refers to the GEF-6 strategies.</li> <li>Incorporation in the Prodoc of results and a description of mechanisms to contribute to GEF-6 priorities.</li> <li>Assessment of the Project's actions and results in terms of their contribution to the achievement of GEF-6 priorities.</li> </ul>	<p>Documentation review</p> <p>Interviews</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>Prodoc</li> <li>Technical Documents</li> <li>PIR/HYR</li> <li>GEF-6 Strategy</li> <li>Initial diagnoses and others</li> </ul> <p><b>Primary Sources:</b></p> <ul style="list-style-type: none"> <li>Project Team</li> <li>Officials and authorities of the MMA, partner institutions and GEF focal point in Chile.</li> </ul>
1.2 Have the design and mid-term results of the Project been aligned with the priorities of the Chilean State regarding climate change and the sustainable management of wetlands and their basins?	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Level of coherence of the design, strategies and actions of the project with environmental policies and sustainable management of wetlands and their basins.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>Presence of a justification in the project design that refers to the priorities of the Chilean State and its institutions at the national, regional and local levels.</li> <li>Integration of actions with national priorities.</li> <li>Key players' perception of the evaluation.</li> </ul>	<p>Documentation review</p> <p>Interviews</p> <p>Questionnaire</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>Prodoc</li> <li>Technical Documents</li> <li>PIR/HYR</li> <li>State strategies and policies</li> <li>Initial diagnoses and others</li> </ul> <p><b>Primary Sources:</b></p> <ul style="list-style-type: none"> <li>Project Team</li> <li>Officials and authorities of the MMA and partner institutions.</li> </ul>

Evaluation subquestions	Indicators / Judgment Criteria	Methods	Sources
<p>1.3 Is the Project consistent with the strategic priorities of UNEP, the United Nations Development Cooperation Framework (UNDAF) and the 2030 Agenda for Sustainable Development?</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Degree of alignment, adequacy and contribution of the project design and implementation to the UNDAF and UNEP's strategic priorities in Chile and the Region (LAC).</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>Incorporation in the Prodoc of a description of the mechanisms to contribute to the priorities of the United Nations System (UNS) and UNEP in Chile and/or LAC.</li> <li>Assessment of the actions and results of the project in terms of their contribution to the achievement of the project's priorities.</li> <li>Assessment of Project staff and stakeholders in addressing key UNEP and UNS priorities in the area of climate change.</li> </ul>	<p>Documentation review</p> <p>Interviews</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>Prodoc</li> <li>PIR/HYR</li> <li>UNDAF</li> <li>Strategy a medium Strategy of UNEP</li> <li>Initial diagnoses and others</li> </ul> <p><b>Primary Sources:</b></p> <ul style="list-style-type: none"> <li>Project Team</li> <li>UNEP Officers</li> <li>Officials and authorities of the MMA and partner institutions.</li> </ul>
<p>1.4 Do the project strategies respond to the needs of the beneficiary groups and other local stakeholders?</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Level of alignment of project strategies with the needs of beneficiary groups and other local stakeholders.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>Assessment (positive or negative) of the Project staff and beneficiaries regarding the correspondence of the activities with the needs of the local communities.</li> <li>Existence of an assessment of the priorities of the beneficiary communities.</li> <li>Ability to adapt to eventual changes in the context and/or the needs of the target group.</li> </ul>	<p>Documentation review</p> <p>Interviews</p> <p>Questionnaire</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>Prodoc</li> <li>PIR/HYR</li> <li>Consulting reports</li> <li>Initial diagnoses, other</li> </ul> <p><b>Primary Sources:</b></p> <ul style="list-style-type: none"> <li>Project Team</li> <li>Officials and authorities of the MMA and partner institutions.</li> <li>External consultants</li> <li>Beneficiaries and local stakeholders</li> </ul>
<p>1.5 Has the project generated synergies and/or complementary relationships with other existing interventions in the country?</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Quantity, quality and effects of possible alliances with other existing initiatives in the country.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>Relevance and opportunity of generated synergies</li> <li>Level of amplification from effects from the actions complementarity actions generated</li> <li>Contribution to complementary relationships to the efficiency, effectiveness and sustainability of the Project.</li> <li>Evidence of agreements to leverage synergies, alliances and partnerships.</li> <li>Perception of key players of the evaluation of partnerships generated.</li> </ul>	<p>Documentation review</p> <p>Interviews</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>Prodoc</li> <li>Documents that support the alliances generated.</li> <li>PIR/HYR</li> <li>Others</li> </ul> <p><b>Primary Sources:</b></p> <ul style="list-style-type: none"> <li>Project Team</li> <li>Officials and authorities of the MMA and partner institutions.</li> <li>External consultants and others</li> </ul>

**Criterion: Effectiveness**

**Question 2. What results has the project achieved at mid-term and to what extent have they contributed to the achievement of its objectives?**

Evaluation subquestions	Indicators / Judgment Criteria	Methods	Sources
<p>2.1 Do the results obtained at mid-term represent a contribution to the achievement of your objectives?</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Contribution of the Project to the conservation and recovery of coastal landscapes (CP) including wetlands and territories included in the associated watersheds.</li> <li>• Project contribution to the integration of biodiversity conservation and recovery in local development.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>• Level of execution and compliance with indicators.</li> <li>• Contribution of the implementation of the 3 programmatic components and outcomes to the Project's objective.</li> <li>• Assessment of beneficiary stakeholders, civil servants, government authorities, project team, partner organizations and others.</li> </ul>	<p>Documentation review</p> <p>Interviews</p> <p>Questionnaire</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• Logical Framework Matrix (LFM)</li> <li>• PIR/HYR</li> <li>• Consulting reports</li> <li>• Others</li> </ul> <p><b>Primary sources</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Officials and authorities of the MMA and partner institutions.</li> <li>• External consultants.</li> <li>• Beneficiaries</li> <li>• Local stakeholders</li> <li>• Others</li> </ul>
<p>2.2 Component 1. As a result of project implementation, has the availability, access and management of information on the importance of coastal landscapes and the ecosystem services they provide improved for decision-makers and other relevant stakeholders? Has awareness and recognition of the importance of coastal landscapes increased?</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Contribution of the project (quantitative and qualitative) to the awareness of decision-makers and other relevant stakeholders on the importance of biodiversity conservation and land degradation issues.</li> <li>• Level of improvement in the production, access and appropriation of knowledge and information provided and generated as a result of the implementation of the Project.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>• Level of implementation of activities, achievement of outputs and compliance with indicators of Project Result 1.1.</li> <li>• Quality, functionality and use of the developed platform.</li> <li>• Accessibility and usefulness of the knowledge generated.</li> <li>• Drivers, opportunities and barriers to achieving component results.</li> </ul>	<p>Documentation review</p> <p>Interviews</p> <p>Questionnaire</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• MML</li> <li>• PIR/HYR</li> <li>• Consulting reports</li> <li>• Systematizations, communication products, others.</li> </ul> <p><b>Primary sources</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Officials and authorities of the MMA and partner institutions.</li> <li>• External consultants.</li> <li>• Beneficiaries</li> <li>• Local stakeholders</li> <li>• Others</li> </ul>



Evaluation subquestions	Indicators / Judgment Criteria	Methods	Sources
<p>2.3 Component 2. Is institutional capacity building being achieved in integrated landscape planning approaches for biodiversity conservation and sustainable management of coastal ecosystems?</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Project contribution (quantitative and qualitative) to capacity building and institutional strengthening for ownership and implementation of integrated landscape approaches.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>• Level of implementation of activities, achievement of outputs and fulfillment of indicators for Project Outcomes 2.1 and 2.2.</li> <li>• Project support and advocacy for the development of new policies and strategies that incorporate biodiversity conservation and sustainable management criteria in coastal landscapes.</li> <li>• Policies, laws, mandates, resolutions and instruments amended, developed and/or enacted.</li> <li>• Receptiveness, appreciation and appropriation by stakeholders of the training spaces implemented.</li> </ul>	<p>Documentation review</p> <p>Interviews</p> <p>Questionnaire</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• MML</li> <li>• PIR/HYR</li> <li>• Consulting reports</li> <li>• Reports, agendas and evaluations of the trainings carried out.</li> <li>• Policies, laws, mandates, resolutions and instruments.</li> </ul> <p><b>Primary sources</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Officials and authorities of the MMA and partner institutions at the local, regional and national</li> <li>• External consultants.</li> <li>• Local stakeholders</li> <li>• Others</li> </ul>
<p>2.4 Component 3. Has the implementation of pilot initiatives succeeded or is it succeeding in generating evidence on the multidimensional benefits of good production practices, institutional integration of integrated planning mechanisms and sustainable management of natural resources in coastal ecosystems? Is the experience being documented as a scalable and replicable model?</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Multidimensional benefits that the approach and practices promoted by the Project generate in the pilot ecosystems.</li> <li>• Project contribution (quantitative and qualitative) to capacity building and institutional strengthening for the appropriation and implementation of multi-sectoral and multidimensional planning for sustainable management of natural resources, reduction of land degradation and biodiversity conservation.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>• Level of execution of activities, achievement of outputs and fulfillment of indicators of Project results 3.1, 3.2 and 3.3.</li> <li>• Perception and assessment by all stakeholders of the effects, usefulness and replicability of the piloting carried out in all its dimensions.</li> </ul>	<p>Documentation review</p> <p>Interviews</p> <p>Questionnaire</p> <p>Observation <i>In situ</i></p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• MML</li> <li>• PIR/HYR</li> <li>• Consulting reports</li> <li>• Reports, agendas and evaluations of the trainings carried out.</li> <li>• Policies, laws, mandates, resolutions and instruments.</li> </ul> <p><b>Primary sources</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Officials and authorities of the MMA and partner institutions at local, regional and national level.</li> <li>• External consultants.</li> <li>• Local stakeholders</li> <li>• Beneficiaries and others</li> </ul>

**Criterion: Efficiency**

**Question 3. Has the project been implemented efficiently in terms of the financial, human, logistical and time resources available?**

Evaluation subquestions	Indicators / Judgment Criteria	Methods	Sources
<p>3.1 Have procedures and human, financial and operational resources been available, sufficient and appropriate to implement the project strategy on time and with quality?</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Adequacy of the mechanisms, institutional arrangements, processes and technical and operational procedures in place.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>• Perception of the managers and partner institutions regarding the operation and usefulness of the Project management.</li> <li>• Appropriation of the implemented procedures by the project personnel.</li> <li>• Correlation between resources, outputs-outcomes and deadlines</li> <li>• Relationship between the resources made available (human, financial, technical and operational), the results and products generated and the time spent.</li> <li>• Assessment and level of appropriation of the implemented procedures by project personnel.</li> </ul>	<p>Documentation review</p> <p>Interviews</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• PIR/HYR</li> <li>• Financial reporting</li> <li>• POAs</li> <li>• Budget and other</li> </ul> <p><b>Primary Sources:</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Officials and authorities of the MMA and partner institutions at local, regional and national level.</li> <li>• Others</li> </ul>
<p>3.2 Has the project's organizational/institutional structure of the project contribute to efficient and results-based management?</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Assessment of favorable and unfavorable factors of the Project's institutional/organizational structure with respect to the achievement of results.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>• Perception of the Project managers regarding the functioning of the designed structure.</li> <li>• Suitability of the architecture Institutional/organizational architecture implemented.</li> <li>• Existence, usefulness and follow-up of a project organization chart.</li> <li>• Existence and usefulness of articulation protocols among stakeholders.</li> <li>• Quality and timeliness of UNEP's technical and operational support.</li> <li>• Functionality, adequacy and efficiency of the coordination mechanisms of the MMA, UNEP, the project team and stakeholders.</li> <li>• Stakeholder assessment (positive or negative) of the sites governance of the Project.</li> </ul>	<p>Documentation review</p> <p>Interviews</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• PIR/HYR</li> <li>• Technical committee and steering committee reports</li> <li>• Others</li> </ul> <p><b>Primary Sources:</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Officials and authorities of the MMA and partner institutions at local, regional and national level.</li> <li>• Others</li> </ul>

Evaluation subquestions	Indicators / Judgment Criteria	Methods	Sources
<p>3.3 Have the mechanisms, institutional arrangements, and technical and financial management procedures contributed to or hindered the timely and quality achievement of project results and objectives?</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Adequacy of the mechanisms, institutional arrangements, processes and technical and operational procedures in place.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>• Procedural barriers and drivers for timely technical and financial management</li> <li>• Perception of the managers and partner institutions regarding the operation and usefulness of the Project management.</li> </ul>	<p>Documentation review</p> <p>Interviews</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• PIR/HYR</li> <li>• Financial reporting</li> <li>• POAs</li> <li>• Budget and other</li> </ul> <p><b>Primary Sources:</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Officials and authorities of the MMA and partner institutions at local, regional and national level.</li> <li>• Others</li> </ul>
<p>3. 4 Has the project been responsive to contextual conditions (changes in government policies, COVID, etc.)?</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Responsiveness and timeliness of project management to changes in context.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>• Methodological adjustments made.</li> <li>• Timeliness in making budgetary and programmatic adjustments in response to contextual conditions.</li> <li>• Perception of Project managers and stakeholders regarding responsiveness.</li> <li>• Opinion of beneficiaries regarding the execution modalities and methodological adjustments made.</li> </ul>	<p>Documentation review</p> <p>Interviews</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• MML</li> <li>• PIR/HYR</li> <li>• Financial reporting</li> <li>• POAs</li> <li>• Budget and other</li> </ul> <p><b>Primary Sources:</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Officials and authorities of the MMA and partner institutions at local, regional and national level.</li> <li>• Beneficiaries and others</li> </ul>

Criterion: Gender			
Question 4. To what extent have gender considerations been taken into account in the design and implementation of the project? Has the project ensured that Project for gender equity in participation and benefits, contributing to the empowerment of women?			
Evaluation subquestions	Indicators / Judgment Criteria	Methods	Sources
4.1 Has the effective participation of women and an equitable distribution between men and women been ensured? Has women's empowerment been promoted during project design and implementation?	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Existence of a diagnosis and a gender responsive strategy for the Project.</li> <li>• Existence and assessment of measures to achieve gender equality in the design and implementation of the Project.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>• Measures for the effective participation of women in project activities.</li> <li>• Degree of equal participation by gender in the phases of the Project.</li> <li>• Project stakeholders' assessment of the incorporation of the gender approach.</li> <li>• Beneficiaries' opinions regarding the incorporation of a gender-responsive approach in the design and implementation of the Project.</li> </ul>	<p>Documentation review</p> <p>Interviews</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• MML</li> <li>• PIR/HYR</li> <li>• GEF and UNEP policies and guidelines for gender equality.</li> <li>• Project's gender strategy (if any)</li> </ul> <p><b>Primary sources</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Beneficiaries and others</li> </ul>

Criterion: Environmental and social safeguards			
To what extent have environmental and social concerns been taken into account in the design and implementation of the Project?			
Evaluation subquestions	Indicators / Judgment Criteria	Methods	Sources
5.1 To what extent have the following been taken into account? taken into environmental and social concerns taken into account in the design and implementation of the project?	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Level of incorporation in the design and execution of the Project of the social, cultural and institutional particularities of the intervention territories and their communities.</li> <li>• Assessment of measures to mitigate possible environmental and social risks.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>• Strategies for addressing environmental and social issues during project implementation</li> <li>• Adaptation of approach methodologies to the local dynamics of the territories.</li> <li>• Stakeholder satisfaction with their participation in the design and</li> </ul>	<p>Documentation review</p> <p>Interviews</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• MML</li> <li>• PIR/HYR</li> <li>• Initial diagnostics</li> <li>• GEF and UNEP safeguard policies.</li> </ul> <p><b>Primary sources</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Local stakeholders</li> </ul>

	implementation of the project. • Consistency of the Project's performance with UNEP guidelines and GEF in the area of safeguards.		• Beneficiaries and others
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**Criterion: Factors that have affected the performance of the Project**

**Question 6. How have the various factors (design, implementation, execution, monitoring and evaluation, co-financing, stakeholder participation and cooperation, communication and knowledge management) to the performance of the Project?**

Evaluation subquestions	Indicators / Judgment Criteria	Methods	Sources
6.1 - Design and preparation: Is the Project's intervention logic and/or theory of change coherent? To what extent are the Program's objectives and components clear, practicable and feasible in the time period envisaged?	<b>Indicators:</b> <ul style="list-style-type: none"> <li>Degree of coherence of the vertical and horizontal logic of the Project.</li> </ul> <b>Judgment Criteria:</b> <ul style="list-style-type: none"> <li>Quality Indicators and targets count (e.g. SMART criteria)</li> <li>Analysis of the coherence of the project design.</li> <li>Assessment of the team regarding the design of the Project.</li> </ul>	Documentation review  Interviews	<b>Secondary Sources:</b> <ul style="list-style-type: none"> <li>Prodoc</li> <li>MML</li> <li>PIR/HYR</li> </ul> <b>Primary Sources:</b> <ul style="list-style-type: none"> <li>Project Team</li> <li>Officials and authorities of the MMA and partner institutions at the level of local, regional and national.</li> </ul>
6.2 - Implementation: How has UNEP complied with the identification, design, evaluation, Project preparation, approval, start-up, control and supervision? Have the risks been identified and adequately managed?	<b>Indicators:</b> <ul style="list-style-type: none"> <li>Quality, timeliness of UNEP technical and operational support.</li> <li>Quality of the procedures to elaborate the idea, the concept and the project document</li> </ul> <b>Judgment Criteria:</b> <ul style="list-style-type: none"> <li>Evidence of satisfaction with the timeliness and quality of UNEP's role.</li> <li>Perception of project managers regarding the functioning and usefulness of UNEP's supervision and technical and administrative support.</li> <li>Difficulties and successes in technical and operational support mechanisms.</li> </ul>	Documentation review  Interviews	<b>Secondary Sources:</b> <ul style="list-style-type: none"> <li>Prodoc</li> <li>MML</li> <li>PIR/HYR</li> </ul> <b>Primary Sources:</b> <ul style="list-style-type: none"> <li>Project Team</li> <li>UNEP staff members</li> <li>Officials and authorities of the MMA and partner institutions at local, regional and national levels</li> <li>Other stakeholders</li> </ul>

<p>6.3 - Execution: To what extent has the MMA as executing agency fulfilled its roles and responsibilities in the management and administration of the Project?</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>● Degree of compliance with responsibilities and performance of the executing agency.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>● Evidence of challenges, weaknesses and strengths in the programmatic and financial management of the Project.</li> <li>● Functionality, adequacy, timeliness, efficiency and effectiveness of the coordination mechanisms of the partners with the MMA.</li> <li>● Perception of project managers and other stakeholders regarding the functioning and usefulness of project management and administration, as well as governance bodies.</li> </ul>	<p>Documentation review</p> <p>Interviews</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• MML</li> <li>• PIR/HYR</li> </ul> <p><b>Primary Sources:</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Officials and authorities of the MMA and partner institutions at local, regional and national levels</li> <li>• Other stakeholders</li> <li>• Other stakeholders</li> </ul>
<p>Evaluation subquestions</p>	<p>Indicators / Judgment Criteria</p>	<p>Methods</p>	<p>Sources</p>
<p>6.4 - Monitoring and Evaluation (M&amp;E): Has the M&amp;E plan and its implementation been efficient and contributed to the management and accountability of the Project; has the information from the M&amp;E system been used appropriately to make timely decisions and foster learning during Project implementation; has the M&amp;E system been used appropriately to make timely decisions and foster learning during Project implementation; has the M&amp;E plan and its implementation been efficient and contributed to the management and accountability of the Project; has the M&amp;E system been used appropriately to make timely decisions and foster learning during Project</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Existence and quality of a monitoring, follow-up and knowledge management system for the project.</li> <li>• Adequacy of M&amp;E mechanisms for operational, strategic and management decision-making.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>• Evidence of an M&amp;E system and plan.</li> <li>• Systematization of information</li> <li>• Appropriate targets and indicators</li> <li>• The EMS allows for the dissemination of learning and access to timely and quality information.</li> <li>• Assessment of the monitoring mechanisms and tools generated and implemented during the project.</li> <li>• Stakeholders' perceptions of the operation of the internal accountability mechanisms.</li> </ul>	<p>Documentation review</p> <p>Interviews</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• MML</li> <li>• PIR/HYR</li> <li>• SME</li> <li>• Publications</li> <li>• Others</li> </ul> <p><b>Primary Sources:</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Officials and authorities of the MMA and partner institutions at local, regional and national levels.</li> </ul>

<p>implementation?</p>			
<p>6.5 - Financial management and co-financing: Has the planned co-financing materialized? How has the level of materialization of co-financing - lower or higher than expected - affected the project results?</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Co-financing committed and materialized.</li> <li>• Amount of additional resources contributed and/or leveraged by the Project.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>• Evidence of committed and materialized funding.</li> <li>• Deficiencies and successes in the management of the Project's co-financing.</li> </ul>	<p>Documentation review</p> <p>Interviews</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• PIR/HYR</li> <li>• Financial reporting</li> </ul> <p><b>Primary Sources:</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Officials and authorities of the MMA and partner institutions at the level of local, regional and national.</li> </ul>
<p>6.6 - Stakeholder engagement How is the level and quality of stakeholder engagement assessed? e involvement of partners, key counterparts and other stakeholders?</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of government institutions, civil society organizations, companies, local communities and indigenous groups that have participated in the formulation and implementation of the project.</li> <li>• Level and timeliness of participation of partners and civil society organizations.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>• Evidence of participation mechanisms.</li> <li>• Ownership of project activities and results</li> <li>• Design and implementation of coordination mechanisms</li> <li>• Evidence of groups or populations opposed to the project.</li> <li>• Coordination bodies at the national and regional levels.</li> </ul> <p>Valuation of key institutional agents and beneficiaries with respect to participation in the different stages of the Project cycle.</p>	<p>Documentation review</p> <p>Interviews</p> <p>Questionnaire</p>	<p><b>Secondary Sources</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• PIR/HYR</li> <li>• Governance space documents</li> </ul> <p><b>Primary sources</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Officials and authorities of the MMA and partner institutions at local, regional and national levels</li> <li>• Beneficiaries</li> <li>• Other stakeholders</li> </ul>

Evaluation subquestions	Indicators / Judgment Criteria	Methods	Sources
<p>6.7 -Communication and knowledge management How is the project documenting and sharing its results, good practices, lessons learned and experiences?</p> <p>How is the project documenting and sharing its results, good practices, lessons learned and experiences? Are communication products and activities contributing to the sustainability and scaling up of project results?</p>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Stakeholders' level of understanding and ownership of the messages emanating from the project.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>Evidence of educational campaigns, awareness plans and actions in the press and social networks.</li> <li>Stakeholder assessment of the quality and effectiveness of communication of messages and results.</li> <li>Existence of a communication strategy</li> <li>Quality, relevance and timeliness of communication products and media used.</li> </ul>	<p>Documentation review</p> <p>Interviews</p> <p>Questionnaire</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>Prodoc</li> <li>Communication strategy</li> <li>Reports from plan communication plan</li> <li>Websites and social networks.</li> <li>Dissemination materials</li> </ul> <p><b>Primary sources</b></p> <ul style="list-style-type: none"> <li>Project Team</li> <li>Officials and authorities of the MMA and partner institutions at local, regional and national levels</li> <li>Beneficiaries</li> <li>Other stakeholders</li> </ul>



<b>Criterion: Sustainability</b>			
<b>Question 7. How sustainable are the environmental, social, institutional and financial mid-term results; what are the key risks that could affect the sustainability of the Project's achievements; what are the key risks that could affect the sustainability of the Project's achievements; what are the key risks that could affect the sustainability of the Project's achievements?</b>			
Evaluation subquestions	Indicators / Judgment Criteria	Methods	Sources
7.1 Is there willingness and commitment to national, regional and local institutions to give continuity to the Project and its approach once it has been once that Is there ownership among among beneficiaries?	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Level of appropriation and willingness of national, regional and local government officials and authorities, partner institutions and beneficiaries of the methodologies, knowledge and practices developed within the framework of the Project.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>• Evidence of willingness and commitment of the authorities at the national, regional and local levels.</li> <li>• Signs of transformational changes with potential for durability.</li> <li>• Willingness of authorities and government officials to respond.</li> <li>• Opinion of key players regarding institutional willingness and commitment for the continuity of the Project.</li> </ul>	<p>Documentation review</p> <p>Interviews</p> <p>Questionnaire</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• PIR/HYR</li> <li>• Others</li> </ul> <p><b>Primary Sources:</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Officials and authorities of the MMA and partner institutions at local, regional and national level.</li> <li>• Beneficiaries</li> <li>• Other stakeholders</li> </ul>
7.2 What is the likelihood that the effects of the intervention will be sustained over time once funding ceases? effects of the intervention are likely to be sustained over time once funding ceases?	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Probability of scaling up and autonomous replication of the practices, policies and capacities promoted by the Project.</li> </ul> <p><b>Judgment criteria</b></p> <ul style="list-style-type: none"> <li>• Evidence of scaling up and/or replication with peers and/or related stakeholders of the capabilities developed.</li> <li>• The beneficiaries incorporate competencies in an autonomous manner and apply the skills generated during the project.</li> <li>• Willingness of stakeholders and beneficiaries to maintain and replicate the capacities and practices developed.</li> <li>• Existence of institutionalized mechanisms for the promotion of the processes promoted by the Program.</li> </ul>	<p>Documentation review</p> <p>Interviews</p> <p>Questionnaire</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> <li>• PIR/HYR</li> <li>• Consulting reports</li> </ul> <p><b>Primary Sources:</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Officials and authorities of the MMA and partner institutions at local, regional and national level.</li> <li>• Beneficiaries</li> <li>• Other stakeholders</li> </ul>
7.3. What are the risks that could	<p><b>Indicators:</b></p>	<p>Review of documentation</p>	<p><b>Secondary Sources:</b></p> <ul style="list-style-type: none"> <li>• Prodoc</li> </ul>

<p>affect the sustainability of the Project's achievements and effects?</p>	<ul style="list-style-type: none"> <li>• Number and type of external and internal risks that could compromise the sustainability and valuation of its mitigation measures.</li> </ul> <p><b>Judgment Criteria:</b></p> <ul style="list-style-type: none"> <li>• Evidence of financial, socioeconomic, institutional, governance and environmental risks.</li> <li>• Mitigation measures designed and implemented</li> <li>• Systematic risk identification by the project team.</li> </ul>	<p>Interviews</p> <p>Questionnaire</p>	<ul style="list-style-type: none"> <li>• PIR/HYR</li> <li>• Others</li> </ul> <p><b>Primary Sources:</b></p> <ul style="list-style-type: none"> <li>• Project Team</li> <li>• Project Team</li> <li>• Officials and authorities of the MMA and partner institutions at local, regional and national level.</li> <li>• Beneficiaries</li> </ul>
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## Appendix 6. Data collection instruments.

### Protocol for in-depth interviews with the project team

<b>Project:</b> Promoting the conservation and sustainable management of coastal wetlands and their contributing watersheds through improved management and planning of coastal edge ecosystems in south-central Chile, Biodiversity HubSpot.	
<b>Target group of the instrument:</b> Project team, MMA officials and partner institutions.	
<b>Objective of the interview:</b> To assess and contrast qualitative information related to the criteria and questions of evaluation of the Project.	
<b>Duration:</b> 45 - 60 minutes	<b>Interviewer:</b> Germán Luebert
<b>Observation 1:</b> in order to achieve a fluid dialogue, the language used in the formulation of the questions will be adapted to the profile of the key actors interviewed.	
<b>Note 2:</b> Not all questions will be applied to all key players. Some will be selected from the present. The list is based on the responsibilities, subject areas and information handled by the person being interviewed.	
<b>Introductory questions</b>	
What is your name? What is your position and responsibility in the Project?	
<b>Criterion: Relevance</b>	
<ol style="list-style-type: none"> <li>1. Taking into account the national context and the strategic priorities and policies of the Chilean State regarding the environment and the sustainable management of wetlands and their basins, do you think that the Project's objectives and strategies are relevant?</li> <li>2. Is the project design and implementation consistent with and did it contribute to the GEF-6 focal areas, strategic priorities and operational programs? Which ones specifically would you highlight?</li> <li>3. Is the Project design consistent with the strategic framework of UNEP and UNDAF?</li> <li>4. Have there been changes that have affected the relevance of the project since its formulation? What are they? Have strategies been developed to adapt to these changes?</li> <li>5. Do you think that the Project satisfactorily responds to the needs of the beneficiary groups?</li> <li>6. Do you identify synergies with other projects? Which ones? How have they contributed to the results and effects sought by the Project?</li> </ol>	
<b>Criterion: Effectiveness</b>	
<ol style="list-style-type: none"> <li>7. In your opinion, what have been the main results and effects derived from the implementation of the Project?</li> <li>8. From your perspective, how has the Project contributed to the conservation and recovery of coastal landscapes (CP) including wetlands and territories included in the associated watersheds?</li> <li>9. Component 1. From your perspective, to what extent has the project contributed to the sensitization of decision makers and other relevant stakeholders on the importance of biodiversity conservation and land degradation issues?</li> <li>10. Component 1. How do you rate the quality, functionality and access to the "Wetlands Platform"?</li> <li>11. Component 2. In your opinion, what is the Project's contribution and effects on capacity building and institutional strengthening for the appropriation and implementation of integrated landscape approaches? What aspects would you highlight?</li> <li>12. Component 3. From your perspective, what has been the Project's contribution to capacity building and institutional strengthening for the appropriation and implementation of multi-sectoral and multidimensional planning for sustainable management of natural resources, reduction of land degradation and biodiversity conservation?</li> <li>13. Component 3. What aspects and effects would you highlight from the pilot initiatives? Do you think they are scalable and replicable at the national level? Do you think the evidence is sufficiently systematized and socialized?</li> <li>14. What preliminary impacts do you identify? Do you identify risks that may affect the future impact of the Project? Can you propose measures to mitigate these risks?</li> <li>15. According to your opinion and taking into consideration your experience in the implementation of the Project, what have been the strengths and weaknesses that have allowed (or not) the achievement of the indicators and products formulated?</li> <li>16. Have unplanned outcomes occurred, and could you describe and assess them?</li> </ol>	

**Criterion: Efficiency**

17. Were the financial resources made available by the project sufficient to achieve the planned results with good quality?
18. Were there any budgetary adjustments? which ones? why?
19. In your opinion, were the procedures and human resources available, sufficient and appropriate to implement the project strategy in a timely and quality manner?
20. Did the Project's institutional/organizational structure contribute to efficient and results-based management? Was there clarity in the functions and roles of each member? What were the main challenges related to the management and administration of the Project? What were the causes and results of the changes made in the Project team?
21. Were there delays in the financial and technical execution? What are the causes of these delays? Was there a capacity to solve eventual inconveniences?
22. Did the mechanisms, institutional arrangements, and technical and financial management procedures contribute to the achievement of the Project's results and objectives? What elements would you highlight? What aspects would you reinforce?
23. What are the factors that influenced the implementation costs you identify?

**Criterion: Environmental and social safeguards**

24. In your opinion, did the Project take into account environmental and social concerns in the design and implementation?
25. Have the social, cultural and institutional particularities of the beneficiaries been incorporated into the design and implementation of actions? Have methodologies been adapted to address these particularities?

**Criterion: Gender**

26. To what extent did the Project contribute to UNEP's gender objectives?
27. To what extent did the Project contribute to the GEF gender objectives?
28. Was there a strategy to ensure the inclusion of the gender dimension from the design or other specific actions to include the gender perspective? How did the project ensure parity in participation and representation in planning and implementation for the benefit of women (focus on indicators and activities, generation of conditions, incentive in decision-making in design or execution, type of decisions taken, increase in income)?
29. How did the project contribute to the empowerment of women (focus on management and/or positions of responsibility, changes in power relations between men and women)?

**Criterion: Factors that have affected the performance of the Project****Project design and preparation**

30. How did you rate the logical framework design of the Project? Is it coherent and understandable for the Project team and partners? Has it been a tool that facilitates planning, technical implementation and monitoring?

**Project Implementation**

31. Has UNEP fulfilled the expected functions? To what extent has UNEP provided supervision, guidance and support (technical, administrative and operational) during implementation? Was such accompaniment timely? What aspects would you highlight? What elements could be improved?

**Project execution**

32. Have the MMA and the partners complied with the responsibilities related to the execution of the Project? Do you identify any difficulties or obstacles (internal and external) that may have affected the execution of the Project?

**Monitoring and evaluation.**

33. Did the Project develop an EMS? Did the EMS collect information systematically, using appropriate methodologies? Did the EMS contribute to results-based management? Did the EMS facilitate the technical and operational management of the Project? Was the budget allocated for EMS tasks adequate? What strengths and weaknesses do you identify in the EMS?

**Cofinancing.**

34. Has the committed co-financing materialized as planned? What difficulties have you identified? Have any delays in co-financing been detrimental to the technical execution of the project? Have additional resources been leveraged beyond those planned?

**Stakeholder participation.**

35. How would you rate the involvement of partners during the Project cycle? what are the mechanisms for involvement? Do all partners continue to work on the Project? What could have been improved in terms of the quality, level of involvement and coordination of stakeholders to make the Project more successful (think design and implementation)?

36. Have other stakeholders, such as academia, research centers, civil society or the private sector been involved in the design and/or implementation of the Project?

**Communication, knowledge management and products**

37. How effective has the Project been in communicating and promoting the objectives, progress, results and key messages to its partners, stakeholders and the general public? Which ones would you highlight? What could have been done better in the area of communication and knowledge management?

**Criterion: Sustainability**

38. Have actions been taken to ensure the sustainability of the initiative? Which ones?

39. What activities and effects generated by the Project will be maintained once the accompaniment ceases?

40. What activities and effects generated by the Project will not be maintained once the accompaniment ceases? Why?

41. Does it identify risks that could jeopardize the sustainability of the initiative? How have the identified risks and mitigation measures been managed?

42. Have local stakeholders/beneficiaries appropriated the good practices learned during the project?

43. Do you consider that there are institutional conditions in the State to continue with the processes promoted by the Project?

44. Is there the institutional capacity of the State (national, regional and local) to replicate the capacities and practices developed through the project in other contexts?

## Protocol for in-depth interviews with government officials and project partners

<b>Project:</b> Promoting the conservation and sustainable management of coastal wetlands and their contributing watersheds through improved management and planning of coastal edge ecosystems in south-central Chile, Biodiversity HubSpot.	
<b>Target group of the instrument:</b> government officials and partner institutions.	
<b>Objective of the interview:</b> To assess and contrast qualitative information related to the criteria and questions of evaluation of the Project.	
<b>Duration:</b> 45 - 60 minutes	<b>Interviewer:</b> Germán Luebert
<b>Observation 1:</b> in order to achieve a fluid dialogue, the language used in the formulation of the questions will be adapted to the profile of the key actors interviewed.	
<b>Note 2:</b> Not all questions will be applied to all key players. Some will be selected from the present The list is based on the responsibilities, subject areas and information handled by the person being interviewed.	
<b>Introductory questions</b>	
What is your name? What is your position and responsibility?	
<b>Criterion: Relevance</b>	
<ol style="list-style-type: none"><li>1. Taking into account the national context and the strategic priorities and policies of the Chilean State regarding the environment and the sustainable management of wetlands and their basins, do you think that the Project's objectives and strategies are relevant?</li><li>2. Have there been changes that have affected the relevance of the project since its formulation? What are they? Have strategies been developed to adapt to these changes?</li><li>3. Do you think that the Project satisfactorily responds to the needs of the beneficiary groups?</li><li>4. Do you identify synergies with other projects? Which ones? How have they contributed to the results and effects sought by the Project?</li></ol>	
<b>Criterion: Effectiveness</b>	
<ol style="list-style-type: none"><li>5. In your opinion, what have been the main results and effects derived from the implementation of the Project?</li><li>6. From your perspective, how has the Project contributed to the conservation and recovery of coastal landscapes (CP) including wetlands and territories included in the associated watersheds?</li><li>7. Component 1. From your perspective, to what extent has the project contributed to the sensitization of decision makers and other relevant stakeholders on the importance of biodiversity conservation and land degradation issues?</li><li>8. Component 1. How do you rate the quality, functionality and access to the "Wetlands Platform"?</li><li>9. Component 2. In your opinion, what is the Project's contribution and effects on capacity building and institutional strengthening for the appropriation and implementation of integrated landscape approaches? What aspects would you highlight?</li><li>10. Component 3. From your perspective, what has been the Project's contribution to capacity building and institutional strengthening for the appropriation and implementation of multi-sectoral and multidimensional planning for sustainable management of natural resources, reduction of land degradation and biodiversity conservation?</li><li>11. Component 3. What aspects and effects would you highlight from the pilot initiatives? Do you think they are scalable and replicable at a national level? Do you think the evidence obtained is sufficiently systematized and socialized?</li><li>12. What preliminary impacts do you identify? Do you identify risks that may affect the future impact of the Project? Can you propose measures to mitigate these risks?</li><li>13. According to your opinion and taking into consideration your experience in the implementation of the Project, what have been the strengths and weaknesses that have allowed (or not) the achievement of the indicators and products formulated?</li><li>14. Have unplanned outcomes occurred, and could you describe and assess them?</li></ol>	

<b>Criterion: Efficiency</b>
<p>15. In your opinion, were the procedures and human resources available, sufficient and appropriate to implement the project strategy in a timely and quality manner?</p> <p>16. Did the Project's institutional/organizational structure contribute to efficient and results-based management? Was there clarity in the functions and roles of each member? What were the main challenges related to the management and administration of the Project? What were the causes and results of the changes made in the Project team?</p> <p>17. Were there delays in the financial and technical execution? What are the causes of these delays? Was there a capacity to solve eventual inconveniences?</p> <p>18. Did the mechanisms, institutional arrangements, and technical and financial management procedures contribute to the achievement of the Project's results and objectives? What elements would you highlight? What aspects would you reinforce?</p>
<b>Criterion: Environmental and social safeguards</b>
<p>19. In your opinion, did the Project take into account environmental and social concerns in the design and implementation?</p> <p>20. Have the social, cultural and institutional particularities of the beneficiaries been incorporated into the design and implementation of actions? Have methodologies been adapted to address these particularities?</p>
<b>Criterion: Gender</b>
<p>21. How has the project ensured parity in participation and representation in planning and implementation for the benefit of women (focus on indicators and activities, creation of conditions, incentive for decision-making in design or execution, type of decisions made, increase in income)?</p> <p>22. How did the project contribute to the empowerment of women (focus on management and/or positions of responsibility, changes in power relations between men and women)?</p>
<b>Criterion: Factors that have affected the performance of the Project</b>
<p><b>Project execution</b></p> <p>23. Have the MMA and the partners complied with the responsibilities related to the execution of the Project? Do you identify any difficulties or obstacles (internal and external) that may have affected the execution of the Project?</p> <p><b>Stakeholder participation.</b></p> <p>24. How would you rate the involvement of partners during the Project cycle? what are the mechanisms for involvement? Do all partners continue to work on the Project? What could have been improved in terms of the quality, level of involvement and coordination of stakeholders to make the Project more successful (think design and implementation)?</p> <p><b>Communication, knowledge management and products</b></p> <p>25. How effective has the Project been in communicating and promoting the objectives, progress, results and key messages to its partners, stakeholders and the general public? Which ones would you highlight? What could have been done better in the area of communication and knowledge management?</p>
<b>Criterion: Sustainability</b>
<p>26. Does it identify risks that could jeopardize the sustainability of the initiative? How have the identified risks and mitigation measures been managed?</p> <p>27. Have local stakeholders/beneficiaries appropriated the good practices learned during the project?</p> <p>28. Do you consider that there are institutional conditions in the State to continue with the processes promoted by the Project?</p> <p>29. Is there the institutional capacity of the State (national, regional and local) to replicate the capacities and practices developed through the project in other contexts?</p>

## Protocol for in-depth interviews with Beneficiaries

**Project:** Promoting the conservation and sustainable management of coastal wetlands and their contributing watersheds through improved management and planning of coastal edge ecosystems in south-central Chile, Biodiversity HubSpot.

**Target group of the instrument:** Government officials and partner institutions.

**Objective of the interview:** To assess and contrast qualitative information related to the criteria and questions of evaluation of the Project.

**Duration:** 45 - 60 minutes

**Interviewer:** Germán Luebert

**Observation 1:** in order to achieve a fluid dialogue, the language used in the formulation of the questions will be adapted to the profile of the key actors interviewed.

**Note 2:** Not all questions will be applied to all key players. Some will be selected from the present. The list is based on the responsibilities, subject areas and information handled by the person being interviewed.

### Introductory questions

What is your name?

What is your position and responsibility?

### Criterion: Relevance

1. Do you think that the Project satisfactorily responds to the needs of the beneficiary groups?
2. Do you identify synergies with other projects? Which ones? How have they contributed to the results and effects sought by the Project?

### Criterion: Effectiveness

3. In your opinion, what have been the main results and effects derived from the implementation of the Project?
4. From your perspective, how has the Project contributed to the conservation and recovery of coastal landscapes (CP) including wetlands and territories included in the associated watersheds?
5. Component 1. How do you rate the quality, functionality and access to the "Wetlands Platform"?
6. Component 2. In your opinion, what is the Project's contribution and effects on capacity building and institutional strengthening for the appropriation and implementation of integrated landscape approaches? What aspects would you highlight?
7. What preliminary impacts do you identify? Do you identify risks that may affect the future impact of the Project? Could you propose measures to mitigate these risks?
8. According to your opinion and taking into consideration your experience in the implementation of the Project, what have been the strengths and weaknesses that have allowed (or not) the achievement of the indicators and products formulated?
9. Have unplanned outcomes occurred, and could you describe and assess them?

### Criterion: Environmental and social safeguards

10. In your opinion, did the Project take into account environmental and social concerns in the design and implementation?
11. Have the social, cultural and institutional particularities of the beneficiaries been incorporated into the design and implementation of actions? Have methodologies been adapted to address these particularities?

### Criterion: Gender

12. How has the project ensured parity in participation and representation in planning and implementation for the benefit of women (focus on indicators and activities, creation of conditions, incentives for decision-making in design or execution, type of decisions made, increase in income)?
13. How did the project contribute to the empowerment of women (focus on management and/or positions of responsibility, changes in power relations between men and women)?

### Criterion: Factors that have affected the performance of the Project

#### Stakeholder participation.

How would you rate the involvement of partners during the Project cycle? What are the mechanisms of involvement? Do all partners continue to work on the Project? What could have been improved in terms of the quality, level of involvement and coordination of stakeholders to make the Project more successful (think design and implementation)?

#### Communication, knowledge management and products

How effective has the project been in communicating and promoting the project's objectives, progress, results and key messages to its partners, stakeholders and the general public? What would you highlight? What could have been



**Criterion: Sustainability**

16. Does it identify risks that could jeopardize the sustainability of the initiative? How have the identified risks and mitigation measures been managed?
17. Have local stakeholders/beneficiaries appropriated the good practices learned during the project?
18. Is there the institutional capacity of the State (national, regional and local) to replicate the capacities and practices developed through the project in other contexts?

## Appendix 7. Co-financing table

Institution	Type of co-financing	Co-financing committed (US\$)	Cofinancing materialized as of December 2022 (US\$)	Co-financing expected at the close of Project (US\$)
<b>Planned co-financing at the beginning of the project</b>				
MMA	In-kind	848.900	509.340	848.900
MMA	Cash	6.654.000	3.992.400	6.654.000
MINVU	Cash	583.333	350.000	583.333
MOP - DGA	In-kind	12.500	7.500	12.500
MOP - DGA	Cash	48.333	29.000	48.333
MOP - DOP	In-kind	890.000	534.000	890.000
MOP - DOP	Cash	8.166.667	4.900.000	8.166.667
MBN	In-kind	512.567	307.540	512.567
MBN	Cash	99.289	59.573	99.289
MINAGRI	In-kind	45.833	27.500	45.833
MINAGRI	Cash	880.416	528.250	880.416
SUBDERE	In-kind	116.667	70.000	116.667
SUBDERE	Cash	102.667	61.600	102.667
Forestal Arauco	In-kind	11.667	7.000	11.667
Forestal Arauco	Cash	63.333	38.000	63.333
Audubon International	In-kind	295.000	295.000	295.000
Audubon International	Cash	205.000	205.000	205.000
CNEH	In-kind	143.136	85.882	143.136
CNEH	Cash	312.682	187.609	312.682
<b>Sub total</b>		<b>19.991.990</b>	<b>12.195.194</b>	<b>19.991.990</b>
<b>Additional co-financing to that planned at the beginning of the project.</b>				
<b>Sub total</b>		<b>-</b>	<b>773.894</b>	<b>-</b>
<b>TOTAL, OVERALL PROJECT</b>		<b>19.991.990</b>	<b>12.969.088</b>	<b>20.765.884</b>

## Appendix 8. Synergies generated

Institution	Description	Amount
<b>Central level</b>		
CIGIDEN	IDEA I +D program of FONDEF: To develop an integrated system of hardware, software, and participatory methodologies between actors and users, to generate indicators and metrics that favor the diagnosis and anticipation of morphodynamic states in coastal areas. of high environmental and tourist value	USD 350,000
University of Chile	Regular FONDECYT: Evaluating ecosystem services in a social-ecological system in atacama, chile: a pluralistic approach to create hybrid knowledge for future decision-making processes	USD 160,000
Cornell - coastal solutions program	"Strengthening capacities for resilience at the mouth of the Mataquito River".	USD 80,000
FAO	Homologation of wetlands identified in the National Inventory of Associated Wetlands. to Urban Areas (IHAAU), to the categories defined by the Intergovernmental Panel on Climate Change (IPCC). Bibliographic review of activity data and emission factors for the wetlands in Chile	USD 2,500
The Roc	Training for Directemar on beach and dune control issues	USD 1,000
Chile California	Mapping of diverse coastal ecosystem services, for cadastre at a local level. country.	USD 8,000
<b>Piloto Elqui (Coquimbo Region)</b>		
Regional Association of Local Police Judges	Internal talk for the Local Technical Committee of the Elqui River Wetland	USD 188
Gabriela Mistral Regional Library	Auditorium for the Seminar "Wetland at the mouth of the Elqui River: A remnant of biodiversity in the Coquimbo region". Room for 2 Local Technical Committee meetings	USD \$1,000
Center for Advanced Studies in Arid Zones CEAZA	Author of the contents of the book Humedal Río Elqui Cofinancing of the story "La Orquesta del Humedal" Cofinancing of the poster "humedales costeros de la región de Coquimbo" (coastal wetlands of the Coquimbo region). Participation as jury in I and II contest "Bienvenidas Aves al Humedal" (Welcome Birds to the Wetland). Presentation of the story "La Orquesta del Humedal" in the three provinces of the Coquimbo region. Audiovisual recording for a capsule of the Local Technical Committee of the Wetlands of the Rio de la Plata River Elqui	USD \$7,313
Center for the Study of Arid and Semi-arid Zones of Latin America and the Caribbean CAZALAC	Author of the contents of the book Humedal Río Elqui	USD 1,250
Neotropical Wetlands Training Center CNEH	Authors of the Humedal Río Elqui book contents Presentation of 2 professionals at the seminar "Experiences in Coastal Wetland Management: Sandbar Management". Presentation at the Seminar "Shorebirds of Coquimbo Bay" Presentation at the Seminar "Desembocadura del Río Elqui Wetland: A remaining biodiversity in the Coquimbo region".	USD 2,000
Garbage Scientists - Universidad Católica del Norte	Technical support in the development of audiovisual capsule content on wetlands	USD 313
Monuments Council National	Internal talk for the Local Technical Committee of the Elqui River Wetland "Nature sanctuaries: description, threats and challenges."	USD 188
National Corporation Forestry CONAF	4 park rangers for the mouth of the Elqui River during the season 2023 through the Emergency Employment Program (PEE).	USD 2,375

	Internal talk for the Comité Técnico Local del Humedal del Río Elqui in the workshop "Herramientas Normativas de Protección de Humedales" Presentation at the Seminar "Humedal Desembocadura del Río Elqui: A remaining biodiversity in the Coquimbo region".	
Regional Corporation for Productive Development CRDP	Development and co-financing of the "Coastal Wetlands of Coquimbo Bay" panel installed at the Monumental Lighthouse in La Serena and in other sectors of the city. of protection of dune flora in Coquimbo Bay	USD 12,500
Coastal Dynamics E.I.R.L.	Presentation by Dr. Roberto Agredano on "Coastal erosion in Coquimbo Bay: historical analysis, projections and adaptation measures" at the seminar "Experiences in Coastal Wetland Management: Sand Bar Management". Presentations 5 professionals at the Seminar "Diagnosis of the morphodynamic behavior of the coastal wetland of the Elqui River and its sand terminal bar".	USD 1,125
Dr. Tom Langen, Clarkson University	Presentation by Dr. Tom Langen on "Management of sand bars in coastal wetlands" in the seminar "Experiences in Wetland Management Coastal: Sand Bar Management".	USD 375
Ecoterra NGO	Author of the contents of the book Humedal Río Elqui Participation as jury in I and II contest "Bienvenidas Aves al Humedal" (Welcome Birds to the Wetland). Presentation of 2 professionals at the Seminar "Wetland Desembocadura del Río Elqui: Un remanente de biodiversidad en la región de Coquimbo" Presentation at Seminar Launching of GEF Wetlands Project Coastal	USD 2,625
Chilean Army	Cleaning of beaches and dunes near the mouth of the Elqui River.	USD 2,500
Elqui Verde NGO	Periodic cleaning of beaches and dunes near the mouth of the river Elqui River	USD 7,500
Experimental School of the Music Jorge Peña Hen	Musical support for the story "La Orquesta del Humedal".	USD 1,250
Fauna Films	Audiovisual recordings on biodiversity for audiovisual capsules on wetlands	USD 625
White Eagles Scout Group	Cleaning of beaches and dunes near the mouth of the Elqui River.	USD 625
I. Municipality of La Serena	The Monumental Lighthouse of La Serena for Environmental Education Day in Wetlands. Participation as jury in I and II contest "Bienvenidas Aves al Humedal" (Welcome Birds to the Wetland). Presentation at the Seminar "Wetland Desembocadura del Río Elqui: A remnant of biodiversity in the region of Coquimbo". Presentation at the GEF Coastal Wetlands Project Launching Seminar Audiovisual recording for a capsule of the Local Technical Committee of the Wetlands of the Rio de la Plata River Elqui	USD 1,563
Coastal Wetlands Initiative	Co-financing of the story "La Orquesta del Humedal".	USD 3,750
Institute of Ecology and Biodiversity (IEB)	Co-financing of the story "La Orquesta del Humedal".	USD 1,250
Wetlands technical training institute in Chile INACAP	Tourism infrastructure design proposal and enhancement of the Elqui River Wetland.	USD 3,750
Millennium Institute SECOS	Co-financing of the story "La Orquesta del Humedal".	USD 1,250
National Institute of Youth INJUV	Cleaning of beaches and dunes near the mouth of the Elqui River.	USD 1,250
MACAULAY LIBRARY - THE COURNEL LAB OF ORNITHOLOGY	Co-financing of the story "La Orquesta del Humedal".	USD 1,250
Board of Education for Sustainability	Presentations of institutions at the Seminar "Networking with the Wetlands of Coquimbo". Presentations at the Seminar Sustainable Communities: The Role of the citizenship in the protection of wetlands	USD 1,375
Mesa Hídrica Elqui Bajo Alfalfares	Audiovisual recording for the capsule "Comité Técnico Local Humedal Río Elqui". Benthic macroinvertebrate monitoring at 13 stations in the wetland. Elqui River	USD 6,313

	Monitoring of physicochemical and metalloid parameters in 13 stations of the Elqui River Wetland	
New Acropolis	Cleaning of beaches and dunes near the mouth of the Elqui River.	USD 625
Pontifical University Catholic University of Chile PUC	Internal talk for the Local Technical Committee of the Elqui River Wetland "Reclamation of the fluvial landscape - post-extractive in the Elqui River".	USD 188
Bird Observer Network ROC	Preparation of the application file for the declaration of Coquimbo Bay as part of the Hemispheric Network of Shorebird Sites Presentation at the "Shorebirds of Coquimbo Bay" Seminar Cofinancing of the design of informative signage on shorebirds Author of the book "Humedal Río Elqui". Participation as jury in I and II contest "Bienvenidas Aves al Humedal" (Welcome Birds to the Wetland). Winter shorebirds census in Coquimbo Bay	USD 9,563
SEREMI Agriculture	Room for workshop 3 Wetland Management Plan for the Elqui River Committee. Local Technician	USD 313
SEREMI Social Development	Room for workshops 1 and 2 Wetland Management Plan for the Elqui River Committee. Local Technician	USD 625
National Fishing Service SERNAPESCA	Internal talk for the Local Technical Committee of the Elqui River Wetland in Workshop "Regulatory Tools for the Protection of Wetlands" Presentation at the Seminar "Wetland at the mouth of the Elqui River: A remnant of biodiversity in the Coquimbo region" Seminar. Presentation at the GEF Wetlands Project Launching Seminar Coastal	USD 1,000
<b>Pilot Mantagua (Valparaíso Region)</b>		
I. Municipality of Concón	Shuttle bus Concón-Mantagua-Concón	USD 275
Coastal Dynamics Consulting	Lecture by Marine Biologist José Barria at the Seminar "Wetlands of the Central Chile: environmental monitors, climate change and coastal risks".	USD 176
NGEN Environmental Consulting	Technical support in the elaboration of the content of the educational poster "Bats of the Mantagua wetland". Author of the contents of the book "Humedal costero de Mantagua: un lugar para la conservación de la biodiversidad en Chile central" (Mantagua Coastal Wetland: a place for biodiversity conservation in central Chile) Gonzalo Ibáñez Villaseca	USD 2,125
National Forestry Corporation	2 training days on "Identification of coastal wetland birds". Professional support in the elaboration of the Integral Management Plan for the Mantagua wetland and its contributing sub-basins	USD 1,250
Dronity SpA	Author of the contents of the book "Mantagua coastal wetland: a place for the conservation of biodiversity in central Chile" Kasandra Leiva Leiva	USD 1,250
Emma Landscaping LLC, Pennsylvania	Author of the contents of the book "Mantagua coastal wetland: a place for the conservation of biodiversity in central Chile" José Sepúlveda Vidal	USD 1,250
GNL Quintero Company	Co-funding printing of the book "Humedal costero de Mantagua: un place for biodiversity conservation in central Chile".	USD 6250
I. Municipality of Quintero	Shuttle bus Quintero-Mantagua-Quintero Printing of dissemination material 1st Wetlands Meeting	USD 625
NGO Ecomar	2 training days on "Identification of wetland birds". coastal"	USD 250
Pontificia Universidad Católica de Chile	Lecture by Dr. José Miguel Fariña at the Seminar "Wetlands of Central Chile: environmental monitors, climate change and coastal risks" Lecture by Dr. Roberto Agredano at the Seminar "Wetlands of Central Chile: environmental monitors, climate change and coastal risks" Lecture by Dr. Sebastián Vicuña at the Seminar "Wetlands of Central Chile: environmental monitors, climate change and coastal risks" Lecture by Dr. Sebastián Vicuña at the Seminar "Wetlands of Central Chile". central: environmental, climate change and coastal risk monitors".	USD 563

Pontifical Catholic University of Valparaíso	<p>Author of the contents of the book "Mantagua coastal wetland: a place for biodiversity conservation in central Chile" Andoni Arenas Martija</p> <p>Author of the contents of the book "Mantagua coastal wetland: a place for the conservation of biodiversity in central Chile" Cristián Larraguibel González</p> <p>Author of the contents of the book "Mantagua coastal wetland: a place for the conservation of biodiversity in central Chile" David Luza Comejo</p>	USD 15,750
	<p>Author of contents of the book "Humedal costero de Mantagua: un lugar para la conservación de la biodiversidad en Chile central" Felipe Iguait Jara</p> <p>Author of contents of the book "Humedal costero de Mantagua: un lugar para la conservación de la biodiversidad en Chile central" Hermann Manríquez Tirado</p> <p>Author of the contents of the book "Mantagua coastal wetland: a place for the conservation of biodiversity in central Chile" María Eliana Portal Montenegro</p> <p>Author of the contents of the book "Humedal costero de Mantagua: un lugar para la conservación de la biodiversidad en Chile central" (Mantagua Coastal Wetland: a place for biodiversity conservation in central Chile) Rodrigo Figueroa Sterquel</p> <p>Author of the contents of the book "Mantagua coastal wetland: a place for the conservation of biodiversity in central Chile" Sergio Elórtegui Francioli</p> <p>Conferencia del Dr. Hermann Manríquez en el Seminario "Humedales de Chile central: monitores del ambiente, cambio climático y riesgos costeros" Conferencia del Dr. Marco Cisternas en el Seminario "Humedales de Chile central: monitores del ambiente, cambio climático y riesgos costeros" Conferencia del Dr. Matías Carvajal at the Seminar "Wetlands of central Chile: environmental monitors, climate change and coastal risks" Lecture by Dr. Rodrigo Figueroa at the Seminar "Wetlands of central Chile: environmental monitors, climate change and coastal risks"</p> <p>Book edition "Mantagua coastal wetland: a place for the conservation of biodiversity in central Chile" 2021-2022 Dr. Andoni Arenas Martija</p> <p>Edition of the book "Mantagua Coastal Wetland: A Place for the Biodiversity conservation in central Chile" 2021-2022 Dr. Rodrigo Figueroa Sterquel</p>	
Environmental and Social Recovery Program (PRAS) Quintero and Puchuncaví	<p>Printing 100 copies of the poster "Flora of the coastal wetlands of central-southern Chile".</p> <p>Printing 100 copies of the poster "Bats of the Mantagua wetland".</p>	USD 1,125
Hydrographic and Oceanographic Service of the Navy of Chile	Lecture by M.Sc. Cecilia Zelaya at the Seminar "Wetlands of Chile central: environmental, climate change and coastal risk monitors".	USD 187.5
Andrés Bello University	<p>Author of the contents of the book "Mantagua coastal wetland: a place for the conservation of biodiversity in central Chile" Jorge Inostroza Saavedra</p> <p>Author of the book "Mantagua coastal wetland: a place for the conservation of biodiversity in central Chile" Wolfgang Breuer Narvaez</p>	USD 2,500
Austral University of Chile	Lecture by Dr. Eduardo Jaramillo at the Seminar "Wetlands in Chile central: environmental, climate change and coastal risk monitors".	USD 187.5
University of La Serena	Author of the contents of the book "Mantagua coastal wetland: a place for the conservation of biodiversity in central Chile" Carlos Zuleta Ramos	USD 1,250
Universidad de Playa Ancha and University of New South Africa Wales Canberra	Author of the contents of the book "Mantagua coastal wetland: a place for biodiversity conservation in central Chile" Julio Salcedo-Castro	USD 1,250
University of Valparaíso	<p>Author of the contents of the book "Mantagua coastal wetland: a place for the conservation of biodiversity in central Chile" Manuel Contreras-López</p> <p>Lecture by Dr. © Manuel Contreras at the Seminar "Wetlands of central Chile: environmental monitors, climate change and coastal risks" Lecture by Dr. Patricio Winckler at the Seminar "Wetlands of central Chile: environmental monitors, climate change and coastal risks" Book edition "Mantagua coastal wetland: a place for the conservation of biodiversity in central Chile" 2021-2022 Dr. © Manuel Contreras Contreras-Lopez</p>	USD 4,125

University of Porto	Author of the contents of the book "Mantagua coastal wetland: a place for the conservation of biodiversity in central Chile" Bruno Marambio Marquez	USD 1,250
<b>Cáhuil Pilot (O'Higgins Region)</b>		
Agrupación cultural de Cáhuil and Cámara de turismo rural de Cáhuil. Pichilemu	Elaboration of an introductory video of the Cáhuil Wetland for the launching of the GEF Coastal Wetlands project.	USD 1875
Antonia Lara (illustrator)	Bird illustrations for making mugs for CTL use. x15	USD 563
CEDESUS	Graphic design support for Cáhuil local bulletin templates Exhibition of professional Cadudzzi Cadudzzi Salas del Humedal Cáhuil in GEF Coastal Wetlands project launch	USD 288
Cáhuil Senior Citizens Club	Multipurpose meeting and workshop room x1	USD 24
CODELCO	Lodging for Municipal commission and oystermen in a day of exchange of experiences Tongoy oysters Transportation Rancagua-Santiago-Rancagua for a day's commission of exchange of experiences Tongoy oysters	USD 613
CONAF Maule	Mauricio Aguilera Professional Conference at the Eutrophication Seminar at Wetlands: Control Measures and Approaches at Different Scales	USD 188
iNaturalist CL	Field training of curators Axia Faúndez, Nodora Loyola, Ariel Cabrera, Diego Almendras and Jorge Contreras in "Marathon" day. iNaturalist".	USD 1,000
Junta de Vecinos N°3 de Cáhuil	Multipurpose room for meetings and workshops x18	USD 425
Municipality of Navidad	Weighing and municipal transportation of garbage collected during cleanup day of wetlands	USD 120
Municipality of Paredones	Weighing and municipal transportation of garbage collected during cleanup day of wetlands	USD 150
Municipality of Pichilemu	Weighing and municipal transportation of garbage collected during the wetlands clean-up day x3 Hydration point for wetland cleanup days in the Cáhuil wetland x2 Municipal hall for training and activities x6 Cáhuil-Rancagua-Cáhuil transportation for oystermen in a day of exchange of experiences Tongoy oysters	USD 1,017
<b>Rocuant Andalien Pilot (Biobío Region)</b>		
Ifarle Channel Group	Cleaning Day in the Ifarle Canal and El Morro Sector	USD 250
Agrupación Rocuant Isla de the Rocuant Kings	Citizen Science Laboratory Project in Rocuant wetland. Andalién. Funded by the Ministry of Science	USD 10,000
Port Captaincy	Cleanup day at Isla de los Reyes Rocuant beach	USD 750
Educational talk	Talk on Ecosystem Services and avifauna of the Paicaví Wetland	USD 500
Chilebirds	Educational talks and bird watching field trips	USD 250
Bandada Foundation	Installation of educational signage within the framework of the Conservation of Pilpilén.	USD 1,375
Bandada Foundation with ChileBirds	Providing data for bird nesting and foraging areas at different times of the year.	USD 2,500
Municipality of Concepción	Urban Wetlands Act Seminar. Room Facilitation	USD 625
Municipality of Hualpén	Cabildos associated with the declaration of urban wetlands	USD 625
Municipality of Talcahuano	Removal of garbage from cleanup days	USD 500
Malvarrossa Organization	Day of mural elaboration, delivery of food, elements for activity	USD 125
Professional Loretto Arriagada	Various talks on: Wetlands Restoration, general aspects and to teachers of the educational program.	USD 625
<b>Queule Pilot (Araucanía Region)</b>		

ChileBirds	Rapporteurs II Costa Araucanía Bird Festival	USD 263
CONADI Regional Subdirección	Author of contents Guide to the Avifauna of the Coastal Border Author of contents Guide to Native Flora of Coastal Ecosystems Professional bird census support	USD 3,125
Mateo Nahuelpan community leader, Ramsar site Monkul	Rapporteur II Costa Araucanía Bird Festival	USD 263
Puralaco School	UTP Manager, prepares rules for the two children's literary story contests Mobilization of two courses for educational visits to the wetland.	USD 1,500
I. Municipality of Toltén	Municipal bus for the transfer of the delegation in exchange activities. of experiences with Rocuant pilot	USD 1,250
KOLAB (consulting aquatic ecosystems)	Rapporteur Seminar Integral Management Plan	USD 313
Biological invasion laboratory of the University of Concepción	Author of contents Guide to Native Flora of Coastal Ecosystems	USD 1,250
Municipality of Toltén	Support for environmental citizen training day Tourism Stakeholders Meeting	USD 3,500
National Museum of History Natural	Crustacea and Opiliones Curator (species identification)	USD 375
PER Turismo Nahuelbuta and Araucanía Coast	Tourism Stakeholders Meeting	USD 125
External professional advisor	Author of contents Guide to the Avifauna of the Coastal Border Author of contents Guide to Native Flora of Coastal Ecosystems	USD 2500
RACOLAB	Tourism Stakeholders Meeting	USD 625
CODEFF Representative Araucanía Region	Rapporteur of the I Costa Araucanía Bird Festival Rapporteur II Costa Araucanía Bird Festival	USD 524
SERNATUR	Tourism Stakeholders Meeting	USD 125
Agriculture and Livestock Service	Author of contents Guide to the Avifauna of the Coastal Border Tourism Stakeholders Meeting	USD 1375
Catholic University of Temuco	12 monitors for Citizen Environmental Training Day Author of contents Guide to native flora of coastal ecosystems Mobilization of monitors for environmental citizen training day Room for the Biodiversity Guidelines Launching Seminar	USD 9750
<b>Total</b>		<b>USD 773,894</b>