Mid-Term Review

Project “Consolidating biodiversity and land conservation policies and actions as pillars of sustainable development”.

Deliverable 3: Final Report

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Executing Agency/Executing Partner and other Project Partners	Ministry of Environment (MA) through the National Directorate of Biodiversity and Ecosystem Services (DINABISE).
MTR Team Members	José Galindo - International Evaluator
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ACRONYMS AND ABBREVIATIONS

AMRU	Rural Women's Association (Acronym in Spanish)
ANEP	National Public Education Administration (Acronym in Spanish)
ANONG	National Association of Development-Oriented NGOs (Acronym in Spanish)
AUCI	Uruguayan Agency for International Cooperation (Acronym in Spanish)
AUG	Uruguayan Association of Park Rangers (Acronym in Spanish)
AUGAP	Uruguayan Association of Pasture Cattle Ranchers (Acronym in Spanish)
CAF	Development Bank of Latin America and the Caribbean
CDR	Combined Delivery Report
CEUTA	Uruguayan Center for Appropriate Technologies (Acronym in Spanish)
CLAES	Latin American Center for Social Ecology (Acronym in Spanish)
CSO	Civil Society Organizations
DINABISE	National Directorate of Biodiversity and Ecosystem Services (Acronym in Spanish)
EIA	Environmental Impact Assessment
FAO	Food and Agriculture Organization of the United Nations
GBF	Global Biodiversity Framework
GEF	Global Environment Facility
GRUPAMA	Active Environmental Protection Group (Acronym in Spanish)
INC	National Institute of Colonization (Acronym in Spanish)
IICA	InterAmerican Institute for Cooperation on Agriculture (Acronym in Spanish)
INIA	National Institute of Agricultural Research (Acronym in Spanish)
INMUJERES	National Women's Institute (Acronym in Spanish)
KAP	Knowledge, Attitude and Practice
LDN	Land Degradation Neutrality
MA	Ministry of Environment (Acronym in Spanish)
MDN	Ministry of National Defense (Acronym in Spanish)
MEC	Ministry of Education and Culture
MEF	Ministry of Economy and Finance
METT	Management Effectiveness Tracking Tool
MGAP	Ministry of Livestock, Agriculture and Fisheries (Acronym in Spanish)
MGCN	Working Group on Livestock Grazing on Natural Pasture (Acronym in Spanish)
MIDES	Ministry of Social Development (Acronym in Spanish)
MINTUR	Ministry of Tourism (Acronym in Spanish)
MRREE	Ministry of Foreign Relations (Acronym in Spanish)
MTR	Mid-Term Review

MVOT	Ministry of Housing and Territorial Planning (Acronym in Spanish)
MVOTMA	Ministry of Housing, Territorial Planning and the Environment (Acronym in Spanish)
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
NIM	National Implementation Modality
OCC	Cetacean Conservation Organization (Acronym in Spanish)
OPP	Office of Planning and Budget (Acronym in Spanish)
OSE	Sanitary Works of the State (Acronym in Spanish)
PA	Protected Areas
PIMS	Project Information Management System
PIR	Project Implementation Report
POPP	Programme and Operations Policies and Procedures
PPG	Project Preparation Grant
PROBIDES	Biodiversity Conservation and Development Sustainable Program in the Eastern Wetlands (Acronym in Spanish)
ProDoc	Project Document
PSC	Project Steering Committee
ROA	Uruguayan Network of Environmental NGOs (Acronym in Spanish)
SEPAE	Park Services of the Army (Acronym in Spanish)
SESP	Social and Environmental Screening Procedure
SDG	Sustainable Development Goals
SGP	Small Grants Program
SLM	Sustainable Land Management
SNAP	National System of Protected Areas (Acronym in Spanish)
ToR	Terms of Reference
UDELAR	University of the Republic (Acronym in Spanish)
UNDP	United Nations Development Programme
UTU	University of Labor (Acronym in Spanish)

1 EXECUTIVE SUMMARY

Table 1 Project Information

Project Name	Consolidating biodiversity and land conservation policies and actions as pillars of sustainable development		
GEF Project ID:	10081	PIF approval date:	December 20, 2018
GEF Agency Project ID:	6252	CEO Endorsement Date:	June 16, 2020
Agency(ies) GEF:	PNUD	Date of signature PRODOC:	November 19, 2021
UNDP ATLAS Business Unit Award ID	84918	Date Project Coordinator hired:	April 19, 2022
Country (ies)	Uruguay	Date of Inception Workshop:	April 27, 2022
Region	Latin America and the Caribbean	Date of Mid-Term Evaluation:	August – October, 2024
Focal Areas	Biodiversity Land Degradation	Date of final evaluation report:	August 19, 2026
Trust Fund	GEF	Planned date for operational closure:	November 19, 2026
Implementing Partner	Ministry of Environment (MA, acronym in Spanish) through the National Directorate of Biodiversity and Ecosystem Services (DINABISE)		
Other partners in the implementation			
Financing			
PPG		At CEO approval date (USD)	At Mid-Term Review (USD).
[1] Total GEF funding:		***2,639,269***	***1,083,333***
[2] MA		8,000,000	595,252
[3] Ministry of Livestock, Agriculture and Fisheries (MGAP)		4,000,000	0
[4] Ministry of Tourism (MINTUR)		1,000,000	0
[5] Sanitary Works of the State (OSE)		500,000	0
[6] Canelones Departmental Government		250,000	0
[7] Montevideo Departmental Government		500,000	0
[8] Rivera Departmental Government		250,000	160,366
[9] Rocha Departmental Government		500,000	127,493
[10] Total co-financing [2+3+4+5+6+7+8+9]		***15,000,000***	***883,111***
[11] Total project financing *[1+10]*		**17,639,269**	**1,966,444**

Project description

1. The main objective of the project is to "strengthen the systemic, financial, and institutional capacities for biodiversity conservation and sustainable land management, enhancing the effectiveness and sustainability of protected areas (PAs) management, stewardship of private lands, and human well-being".
2. The project considers three components: 1) Enabling legal, financial, and institutional framework for biodiversity conservation and Land Degradation Neutrality (LDN); 2) Implementation of biodiversity and land conservation measures in pilot areas; and, 3) Knowledge management, monitoring and evaluation (M&E) and learning.
3. The implementing partner is the MA through DINABISE. The projects budget equals USD 2,639,269, the resources from the Global Environment Facility (GEF) will be implemented over a 5-year period.

Table 2 Midterm (MTR) Ratings and Achievement Summary Table[1]

Measure	MTR Rating	Achievement Description
Progress Towards Results	Objective: Moderately Satisfactory MS	The project has met 56% of the indicators at the objective level. The project is on track to meet its goals with minor changes from its original formulation.
	Component 1: Moderately Satisfactory MS	Reports 67% progress. However, it still does not report progress on indicator 7 and maintains a reasonable risk of non-compliance on indicator 6.
	Component 2: Moderately Satisfactory MS	Reports 53% progress. Two indicators do not report significant progress (11, 13) and a lag remains with regards to indicator 12.
	Component 3: Moderately Satisfactory S	No significant progress reported on indicator 17, while it has exceeded the end-of-term target for indicator 18.
Project Implementation & Adaptive Management	Moderately Satisfactory MS	The team has demonstrated flexibility and adaptation capacity to overcome the start-up phase. However, it maintains a significant lag in terms of its programming and execution of resources.
Sustainability	Moderately Likely ML	Financial and political risks that may affect project performance are identified.

[1] Assessment scales are detailed in Annex 5.

Concise summary of conclusions

4. The project is highly relevant and aligned with national priorities, playing a key role in the context of the creation of the MA. The high level of ownership and adequate nesting of the project within DINABISE is noteworthy; however, the design leaves some critical results outside of GEF financing.
5. There is a general delay in the programming of mid-term goals; an estimated 56% progress is reported for the objective indicators, while the results indicators report a progress of 73%. The project faced challenges in its start-up phase, due to COVID 19, the institutional transition of the MA and the change of government and political orientation of the new authorities.
6. As of September 30, 2024, the project had disbursed USD 1.083 million, or 41% of the total budget available for the execution period. In terms of co-financing, progress is reported at 6% of the target of USD 15 million, which puts the fulfillment and sustainability of the goals at risk.

Table 3 Recommendations

# Rec	Recommendation	Responsible Entity
Component 1		
1	Regarding indicator 6 (laws and policies updated or drafted), during the transition process to the new authorities after the change of government, it is recommended to review and agree on a minimum agenda of laws and policies that will be supported by the project in this second phase of implementation.	Project Management Unit (PMU)
2	Regarding indicator 8 (financial gap for SNAP), it is recommended to update the baseline as it generates a significant distortion. Consequently, it is also recommended to review the ambition of this target in coherence with the development of a roadmap and intervention strategy that clearly shows the project's value addition.	PMU
Component 2		
3	Progress in coastal restoration initiatives was verified in terms of the recovery of biodiversity spaces. It is recommended to include a protocol for monitoring the change in biodiversity associated with the results of activities to recover degraded beaches, particularly in terms of biodiversity islands.	PMU
4	It is recommended that the pending baselines for this component be updated.	PMU
5	The new target proposed by the project for indicator 11 (Number of environmental mitigation and/or compensation mechanisms) significantly reduces the ambition. It is recommended to maintain the formulation of the target, since it is considered that two years would be a prudent time to implement at least one pilot environmental mitigation/compensation mechanism.	PMU
6	It is recommended that the level of ambition of the proposed target for indicator 14 (Change in management effectiveness of 10 PAs) be revised. The target is not consistent with the investment in the Cabo Polonio PA.	PMU

Component 3		
7	It is recommended to close the measurement and update the baseline for indicator 17 (Level of awareness among project stakeholders on the value of biodiversity, ecosystem services and LDN).	PMU
8	Given that the end of period target has been met, it is recommended that the team formulate a new target based on the results to be achieved in this second phase of implementation.	PMU
Project implementation and adaptive management		
9	The project has achieved a number of results that exceed the geographical scope of the project, the PMU adds value and actively participates in a number of DINABISE's own activities. It is recommended that the project's monitoring tools capture these unintended project results, as their contribution is considered relevant.	PMU
10	It is recommended that a strategic communication plan be developed to strengthen the positioning of the project's key issues, obtain the political support needed to meet the goals, and strengthen the project's resilience in the face of the next change of government. This plan may identify a new indicator to replace indicator 18.	MA PMU
11	The project needs to raise its political profile to advance the challenges and goals related to public policies and financial sustainability. In this regard, the meetings of the Project Steering Committee, beyond the presentation and approval of reports, could be used to play a role of strategic orientation, decision making and political endorsement.	MA UNDP
12	It is recommended that the project's procurement and acquisition processes be strengthened and streamlined to make up for the lag in the project's financial execution.	MA PMU
Sustainability		
13	It is recommended to initiate the project's exit strategy, establishing commitments regarding the sustainability of the project team and the investments made by the GEF.	PMU

2 INTRODUCTION

2.1 MTR purpose and objectives

7. The MTR assessed the progress made in achieving the project objectives and results outlined in the Project Document (ProDoc), analyzing early signs of success or failure in order to identify any changes needed to get the project back on track and achieve the desired results. The MTR reviews the project strategy and its risks to sustainability.
8. The MTR has evaluated the results according to the criteria described in the guidance for conducting Midterm reviews of UNDP-supported, GEF-financed projects (2014). The specific objectives are:
    a) Ensure the success of the project by identifying any changes that need to be incorporated into adaptive management to achieve the expected results:

b) Ensure accountability for the achievement of project objectives, as well as those of UNDP-GEF, and encourage accountability in the use of resources;
c) Enhance organizational learning through documentation, feedback and dissemination of lessons learned;
d) Strengthen project oversight and management functions.

2.2 Scope & Methodology

9. The MTR was conducted based on the guidance for conducting Midterm reviews of UNDP-supported, GEF-financed projects (2014). In accordance with the guide and the project context, the following tools were applied: a) documentation review; b) stakeholder interviews; c) questionnaires; d) field visits. During the process, there was active interaction between the evaluation team, the MA, the DINABISE, the MGAP, the MINTUR, UNDP Uruguay, the PMU and other stakeholders.

2.2.1 Data collection and analysis

10. Two data collection techniques were used: document review and individual interviews, which are described below.

2.2.1.1 Secondary Information - Documentary Review

11. The evaluator reviewed the documentation provided by the PMU and the implementing partners. In accordance with the Terms of Reference (ToR), 27 documents were considered essential for this review. A detailed list of documents and their status of implementation is presented in Annex 3.
12. Based on this analysis, the evaluator prepared a detailed description of the project covering the identified problem, the established objectives and their respective activities. This provided a baseline situation prior to project implementation, as well as its perceived contribution or impact.

2.2.1.2 Stakeholder interviews and implementation site visits

13. Following the suggestions of the guidelines, the evaluation applied a consultative approach that included interviews. This activity sought to enrich the vision of the context through first-hand contact with the most representative actors in the implementation of the project, thus receiving testimonies on the progress and barriers encountered so far.

14. To conduct the interviews, an identification of stakeholders was carried out together with the PMU to interview them virtually and on the field mission. UNDP and PMU stakeholders were prioritized in order to take advantage of the mission and interview key stakeholders who may have limited connections.
15. A questionnaire was used for the different interviews, focusing on the participation of the different actors according to their role in project implementation (Anexo 6). To preserve independence as well as confidentiality, UNDP staff, PMU members and representatives of implementing partners did not participate in meetings or interviews with stakeholders or beneficiaries.
16. A total of 21 interviews were conducted (Annex 7), with representatives of public sector institutions, implementing partners, beneficiaries, and the PMU. The photographic record of the mission can be found in Annex 10.

2.2.2 Information analysis

17. Within the framework of the Guide, the results and impacts of the project were assessed using the evaluation matrix (Annex 4), which identified the key questions related to the evaluation criteria and cross-cutting issues, and the methods selected.
18. At the completion of the interview phase, the information collected from primary and secondary sources was systematized and analyzed in order to generate the most relevant and representative findings from all the data collected so far. With this first analysis, the findings were presented to UNDP Uruguay and the PMU.
19. Subsequently, the evaluator conducted an in-depth analysis in order to reinforce the credibility and validity of the findings, judgments and conclusions obtained. The evaluator used triangulation techniques to ensure technical quality. Triangulation consisted of double or triple checking the results of the data analysis by comparing the information obtained through each data collection method (desk study and individual interviews).

2.2.3 Draft Final Report

20. This report presents the main findings and recommendations of a technical and practical nature, which reflect a realistic understanding of the project's achievements, and seek to facilitate the identification of influencing factors and possibilities for advancing project performance including corrective measures and compliance with the objectives and results established in the logical framework.

21. The review was strictly governed by the standards of good evaluations of utility, feasibility, accuracy and neutrality. The project review was applied to the design, implementation and results of the project for each of its components.
22. Project design: the project formulation and design were assessed by analyzing the ProDoc to determine whether the strategy is proving effective in achieving the desired results; the proposed indicators and targets were critically analyzed to assess whether they meet "SMART" (Specific, Measurable, Achievable, Realistic and Time-bound) criteria; and finally, how other broader aspects of the development concept have been integrated into the project design.
23. Progress in the achievement of results: the progress made by the project was analyzed for each of its results. The GEF monitoring tools that were provided to the evaluator were reviewed. The mid-term progress towards the achievement of the objectives and each project outcome was evaluated.
24. Project implementation and adaptive management: aspects related to management mechanisms, work planning, financing and co-financing, monitoring and evaluation systems at project level, stakeholder involvement, information and communication were assessed.
25. Sustainability: the likelihood that project benefits will last over time after project completion was assessed. Risks likely to be faced by the project were examined to ensure that the results will continue when the project is completed.
26. The review followed four criteria (progress in achieving results, project execution, adaptive management, sustainability), each of which was assigned a rating (Annex 5).

2.3 Ethics

27. The evaluation was conducted in adherence to the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations' and GEF and UNDP policies on monitoring and evaluation. The evaluator safeguarded the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing data collection and reporting. The evaluator also ensured the security of information collected before and after the evaluation and protocols to ensure anonymity and confidentiality of information sources where expected. The knowledge of the information and data collected in the evaluation process were used only for the evaluation and not for other uses.

2.4 Limitations of the evaluation

28. There were no limitations, both in terms of access to information and in the field mission, since they were carried out normally.

3 PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

3.1 Development context: environmental, socio-economic, institutional and political factors relevant to the objective and scope of the project

29. As part of the country's efforts to protect and conserve its biodiversity, a National System of Protected Areas (SNAP, acronym in Spanish) was established in 2000 through Law 17.234. The SNAP also facilitates the management of the PAs through different public, private, or social institutions at the national, departmental, and local levels. According to ProDoc, the SNAP has 16 member PAs that comprise an area of 322,261 ha (221,193 ha of land and 101,068 ha of ocean), or 1% of the national territory. Despite the low coverage of the SNAP out of the countries' total surface, it represents 90% of the main landscapes, and 40% of the ecosystems and species prioritized for conservation by the government.
30. With a population of 3.4 million people, Uruguay's economy is based on the production of basic goods primarily derived from the agricultural sector. According to ProDoc, the Uruguayan economy has recorded 15 years of uninterrupted growth, with an annual average growth rate of 4.3%. Cattle ranching has historically played a dominant role in the country's economy and landscapes. Tourism has grown in recent years with 2 million visitors to the country in 2009 and 4.2 million visitors in 2017. Although the tourism offer has been mostly "sun and beach", nature tourism is progressively gaining followers. The country's economic growth has resulted in the reduction of the poverty rate that fell from 33% in 2006 to 9% in 2016, and extreme poverty has practically disappeared; it decreased from 2.5% to 0.2% in the same period.

3.2 Problems that the project sought to address

31. The project's ProDoc identified the following key barriers affecting the biodiversity conservation and sustainable land management:

- Barrier 1: Weak governance and regulatory framework for the consolidation of the SNAP and for conservation on productive lands, increasing threats to biodiversity and soils;
- Barrier 2: Limitations for the adoption of sustainable land use practices and effective conservation models in PAs and productive lands;
- Barrier 3: Insufficient sharing of best practices and lessons learned regarding biodiversity and ecosystem service conservation and Sustainable Land Management (SLM) within and outside of PAs, thus limiting upscaling to other landscapes and in other production sectors in the country.

3.3 Project description and strategy: objective, products and desired outcomes, description of places where it is developed (if any)

32. The project objective is to strengthen the systemic, financial, and institutional capacities for biodiversity conservation and sustainable land management, enhancing the effectiveness and sustainability of protected areas (PAs) management, stewardship of private lands, and human well-being. To achieve this objective, the project implements three project components: 1) Enabling legal, financial, and institutional framework for biodiversity conservation and Land Degradation Neutrality (LDN); 2) Implementation of biodiversity and land conservation measures in pilot areas; and, 3) Knowledge management, M&E and learning. The outputs to achieve the outcomes of each component are the following:

Outcome 1.1: Governance framework and financial structure strengthened for biodiversity conservation, the effective management of PAs and the provision of ecosystem services

- Output 1.1.1: Regulatory and policy framework strengthened through approval of legislation (e.g., laws, regulations, decrees, ministerial resolutions, Strategic Plan for the SNAP 2021-2025) for: a) protection of vulnerable ecosystems within and outside PAs (forests, natural grasslands, wetlands, dunes, coastal lagoons, scrublands and psamophile forest, palm groves); b) financial sustainability of the SNAP; c) use of financial mechanisms for biodiversity and ecosystem service conservation in production lands; and d) SNAP effectiveness.
- Output 1.1.2: Public and private institutional capacities enhanced with a gender focus to: a) incorporate biodiversity and ecosystem service conservation into land use planning and strategic environmental assessments; b) implement actions for

conservation, restoration, monitoring and control on the ground; and c) put in place political and technical agreements for restructuring Ministry of Housing, Territorial Planning and the Environment (MVOTMA, acronym in Spanish) to facilitate biodiversity and ecosystem service conservation and administration of the SNAP.

- Output 1.1.3: Specific priority actions for achieving LDN goals agreed based on validation of baselines for LDN over 250,000 hectares (in the pilot sites) and definition and agreement on priority actions with key agencies.
- Output 1.1.4: Financial mechanisms established and operational with necessary institutional capacity and processes in place for the financial sustainability of policies for biodiversity and ecosystem services conservation within and outside of PAs.
- Output 1.1.5: Information management system operating to generate, systematize and manage information and data on the status of vulnerable ecosystems, biodiversity, and ecosystem services and their associated socio-economic benefits, as a support to institutional decision making.

Outcome 2.1: Management of 266,000 ha improved in the three pilot areas (Santa Lucía River Watershed, Eastern Coastal Zone, and Serranías del Este and Quebradas del Norte) to maintain ecological integrity

- Output 2.1.1: Economic and non-economic incentives, including low-value grants, are adopted to promote private conservation initiatives, restoration of ecosystems and degraded lands, sustainable agriculture, and sustainable provision of ecosystem services, while promoting gender equality.
- Output 2.1.2: Mechanisms for environmental mitigation and/or compensation are used to achieve zero net loss and positive net impact from development projects and production activities in the pilot areas.
- Output 2.1.3: Biodiversity and ecosystem service conservation strategy is implemented in production lands and in private lands outside and within PAs and includes: a) Priority actions for ecosystem protection and restoration of the Santa Lucía River Watershed Action Plan for the Protection of Water Quality; b) Measures for the protection of vulnerable ecosystems in areas of tourism, urban, and agricultural development in the Eastern Coastal Zone; c) Agreements with private landowners outside and within PAs for the conservation and restoration of vulnerable ecosystems and sustainable land use include mechanisms for generating income from tourism, including accredited certification; d) Program for the restoration of ecosystems and degraded lands implemented contributes to improving connectivity

in 6 PAs following an ecological connectivity assessment; e) Private reserves (6,000 ha) declared in line with Law 17.234 (Art. 4).

Outcome 2.2. Increased management effectiveness of PAs

- Output 2.2.1: Improved use of existing financial mechanisms in 5 PAs, generate income through public use, tourism, etc.
- Output 2.2.2: Progress in the consolidation of the SNAP is achieved and its management effectiveness is enhanced.

Outcome 3.1: Awareness among key stakeholders increased about the value of biodiversity, ecosystem services, and LDN, and knowledge and lessons learned disseminated among key stakeholders.

- Output 3.1.1: Communication and environmental education strategy with a gender focus is implemented, promoting dialogue between public and private stakeholders and increasing public awareness about the value of biodiversity, ecosystem services, and LDN.
- Output 3.1.2: Knowledge and lessons learned are systematized and disseminated, contributing to institutional knowledge, adaptive management, and supporting the use of biodiversity and ecosystem service conservation and LDN best practices, as well as gender equality in other landscapes and sectors beyond the pilot areas.
- Output 3.1.3. Project's Monitoring and Evaluation Plan and Gender Action Plan are implemented, ensuring the achievement of the planned goals.

3.4 Project execution mechanisms: project's Board of Directors brief description, agreements with main execution partners, etc.

33. The project is implemented under the National Implementation Modality (NIM), according to the Standard Basic Assistance Agreement between UNDP and the Government of Uruguay. The GEF Implementing Agency (IA) is UNDP Uruguay, and the MA, through DINABISE, is the implementing partner in its capacity as the lead agency for the environmental sector in the country.
34. The project is governed by a Project Steering Committee (PSC) responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendations for UNDP/Implementing Partner approval of

project plans and revisions, and addressing any project level grievance. The Project Steering Committee has the following composition:

- UNDP Uruguay
- MA/DINABISE
- Ministry of Economy and Finance (MEF)
- MGAP
- MINTUR
- National Colonization Institute (INC, acronym in Spanish)
- Uruguayan Agency for International Cooperation (AUCI, acronym in Spanish)
- Ministry of Foreign Relations (MRREE, acronym in Spanish)
- Rural Women's Association (AMRU, acronym in Spanish)
- OSE
- Departmental governments
- Civil Society Organization (CSO)
- Private sector
- Non-Governmental Organizations (NGOs)
- Producers and their organizations

35. The project is executed by the PMU, led by the project coordinator, a sustainable production specialist, an ecosystem restoration specialist, a procurement associate, a PA specialist, a participation and gender specialist, a project M&E specialist and a coastal restoration specialist. Additionally, the project is supported by UNDP through staff in the country office and at regional and headquarter levels as and when requested by the PMU and with approval from GEF.

3.5 Project timing and milestones

- Project approval for implementation: December 20, 2018
- Project start: November 19, 2021
- Inception workshop: April 27, 2022
- First disbursement date: December 20, 2021
- MTR: August – October, 2024
- Final evaluation: August 19, 2026
- Project closure: November 19, 2026

3.6 Main stakeholders: summary list

- Ministry of Housing and Territorial Planning (MVOT, acronym in Spanish)
- Departmental Intendancies of Canelones, Cerro Largo, Florida, Lavalleja, Maldonado, Montevideo, Rivera, Rocha, San José, Tacuarembó and Treinta y Tres
- OSE
- National Institute of Agricultural Research (INIA, acronym in Spanish)
- Office of Planning and Budget (OPP, acronym in Spanish)
- Ministry of Social Development (MIDES, acronym in Spanish)
- National Women's Institute (INMUJERES, acronym in Spanish)
- National Defense Ministry (MDN, acronym in Spanish)
- Park Services of the Army (SEPAE, acronym in Spanish) and National Navy
- Ministry of Education and Culture (MEC)
- Uruguayan Network of Environmental NGOs (ROA, acronym in Spanish)
- National Association of Development-Oriented (ANONG, acronym in Spanish)
- Latin American Center for Social Ecology (CLAES, acronym in Spanish)
- Uruguayan Center for Appropriate Technologies (CEUTA, acronym in Spanish)
- Cetacean Conservation Organization (OCC, acronym in Spanish)
- Active Environmental Protection Group (GRUPAMA, acronym in Spanish)
- Uruguayan Association of Park Rangers (AUG, acronym in Spanish)
- UNDP Uruguay
- Food and Agriculture Organization of the United Nations (FAO)
- Small Grants Program (SGP)
- University of the Republic (UDELAR, acronym in Spanish)
- University of Labor (UTU, acronym in Spanish)

4 FINDINGS

4.1 Project Strategy

4.1.1 Project Design

36. This project is aligned with national priorities related to strengthening and consolidating the institutional framework for the conservation and sustainable management of biodiversity. The project is especially relevant in the context of the creation of the MA

because it promotes opportunities where biodiversity conservation is articulated with important value chains for the economy. The intervention landscapes are strategic for the conservation of ecosystems of high biodiversity value, which generate environmental services that are fundamental for life and the productive development of the country.

37. Participation during the design phase was oriented especially to the institutional actors of the project and UNDP. There was a low participation of INGOs, unions and universities, while there was no reported participation of the private sector and final beneficiaries of the project in workshops and meetings during the Project Preparation Grant (PPG) phase.
38. This is the third project financed by the GEF that focuses on the consolidation of the SNAP in Uruguay; consequently, the design is based on the lessons learned and processes initiated by previous interventions. The stakeholders interviewed highlight the GEF resource programming process for its linkage and support during key moments in the development of the country's environmental institutions, particularly in relation to the conservation and sustainable use of biodiversity.
39. The stakeholders interviewed appreciate the fact that the project promotes an integrated landscape approach, in a context where 95% of the country's land is private, while in PAs there is a high proportion of private land dedicated to production. The incorporation of the institutional variable, the focus on financial sustainability, communication and knowledge management complements this approach.
40. The inclusion of the direct resource allocation mechanism through UNDP's SGP is considered a wise move, as it incorporates lessons learned from past interventions in the territory. This tool strengthens the participation of private landowners in the application of sustainable practices in agricultural production systems.
41. The appropriation and nesting of the project within DINABISE is considered adequate. Indeed, the PMU is identified and integrated within the day-to-day operation of this new directorate, adding value both in the issues framed within the project and in the agenda and programming of DINABISE activities. However, there are concerns about sustainability, since from the design stage there is no commitment to retain at least part of the profiles that are now part of and work daily for DINABISE.
42. Considering the existing budget, the number of people on the team (9) is high compared to other GEF-funded projects in the region. Even more so when the team does not

include profiles specialized in public policy and financial sustainability, which are two of the four project components.

43. Among the main weaknesses identified in the design, stakeholders agree in mentioning the formulation of assumptions and risks, which are extremely optimistic in the face of a favorable political and institutional environment. Factors such as the stability of civil servants, installed capacity, institutional reforms and the change of government and consequently the political orientation of the country were not conservatively weighted in the formulation of goals.
44. Moreover, the stakeholders interviewed commented that some of the goals set are naïve, considering the complexity associated with sensitive issues such as the formulation of public policies or the creation of new PAs. In addition, the design does not allocate project resources for their realization, as is the case of outputs related to the financial sustainability of the SNAP.
45. Regarding project integration with state planning and execution, instead of having a single ProDoc that combines the GEF budget and state co-financing, a parallel project was developed from the MA to accompany and accommodate the budget and activities of the counterpart. In a way, the lack of a single document to guide the actors took away the clarity and strength of the ProDoc as a navigation guide for project implementation.

4.1.2 Results framework

46. Eleven of the eighteen indicators do not fully meet the SMART criteria. One group of indicators has observations related to the specificity in the formulation of the indicator (1, 5, 8, 9, 14, 16), which generates challenges to facilitate their interpretation and consequently their measurement.
47. Another group of observations refers to the ambition of the targets, mainly because they are not considered sufficiently realistic and consequently present the risk of not being achieved until the end of the project (6, 10, 12, 14, 15, 16). Three indicators (8, 9, 18) do not show sufficient relevance, mainly because they have defined goals with low ambition.

Table 4 Compliance with SMART criteria

Indicator	S	M	A	R	T	Commentary
Mandatory Indicator 1: # of direct and indirect project beneficiaries disaggregated by gender (individual people)						It is not specified where these people are, how they are distributed in each landscape, and through what mechanisms or activities they will be benefited; 159,000 people are

Indicator	S	M	A	R	T	Commentary
						mentioned in the baseline, but it is not specified if this corresponds to the total population identified and what criteria was used to estimate growth in the number of beneficiaries.
Mandatory Indicator 5 (GEF Core Indicator 6): Greenhouse Gas Emissions Mitigated (metric tons of CO2e)						It is not specified how this indicator is distributed among the different landscapes and interventions.
Indicator 6: Number of updated or drafted laws and policies to enhance the effective management of PAs) and the provision of ecosystem services						Indicators were agreed upon that are beyond the scope and resources of the project.
Indicator 8: Financial gap to cover the basic management costs of the National System of Protected Areas (SNAP) based on the financial sustainability scorecard						The baseline is outdated; the financial sustainability sheet was prepared in 2010.
Indicator 9: Financial resources (public and private) available for investment in biodiversity conservation and sustainable land management outside PAs for three pilot areas: Santa Lucía River Watershed, Eastern Coastal Zone, and Serranías del Este and Quebradas del Norte						Low ambition in the formulation of the target, at least an amount equivalent to the resources needed to cover indicator 10 should be mobilized. The target could be broken down based on the three landscapes.
Indicator 10: Area (ha) under sustainable agricultural production (e.g., sustainable cattle ranching, agroecological production, annual crops under SLM) inside and outside PAs						High ambition in the formulation of the target; should be articulated with the resources required to be mobilized in indicator 9; Target could be broken down according to the three landscapes.
Indicator 12: Area (ha) of new private conservation reserves that contribute to fill the gaps in conservation and improve ecosystem connectivity						High ambition in the formulation of the target; there is a risk of not meeting the target at the end of the project. This target depends on the success in the formulation of incentives.
Indicator 14: Change in the management effectiveness (as measured through the Management Effectiveness Tracking Tool (METT)) of 10 Pas (terrestrial PAs: 194,495 ha; marine PAs: 95,319 ha)						The targets are considered modest for a 4-year project. The target for Cabo Polonio is not defined.
Indicator 15: Area (ha) of new PAs and the expansion of existing Pas incorporated into the SNAP by project end						The assumptions underlying the formulation of the indicator should be reviewed. The project intends to enter into the SNAP an area greater than 11% of what is currently declared as PA; no resources are allocated to achieve this goal.
Indicator 16: Change in the representativeness of key ecosystems in the SNAP as a result of the incorporation of 2 new PAs and the expansion of 2 existing PAs						It is suggested that the baselines be revised and the indicator be redefined. The original formulation could not be met, justifying why the two new ecosystems are proposed.

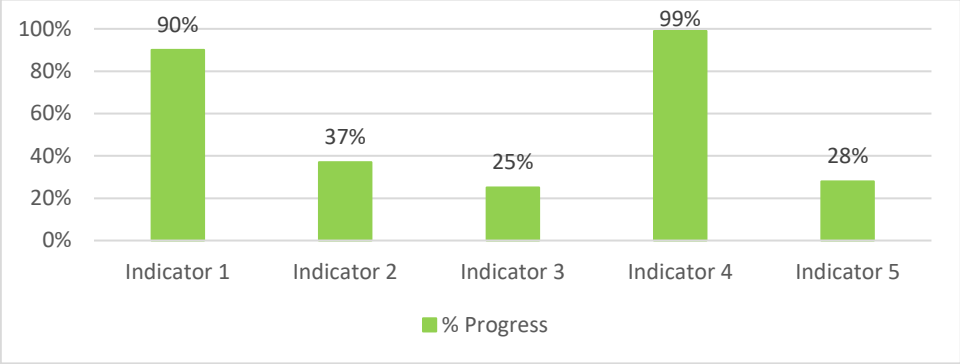
Indicator	S	M	A	R	T	Commentary
Indicator 18: Number of knowledge products (technical documents, scientific publications, videos, webinars, etc.) on best practices and lessons learned made available to key stakeholders for replication in other landscapes						Formulation is ambiguous, it reports the delivery of products, but not the changes or transformations expected by the project. The target lacks ambition and is not relevant in the context of the project.

4.2 Progress Towards Results

4.2.1 Progress towards outcomes analysis

48. The project has achieved an estimated 56% progress in meeting its mid-term targets in relation to the objective indicators (Figure 1). This reflects a considerable lag in execution, which was affected by a slow start-up from which it has not yet been able to recover.
49. Indicators 1 and 4 stand out, as they have achieved over 90% progress and are close to meeting their mid-term targets. As for indicator 4, although it is very close to meeting its target, improved practices have been implemented in 9,112 hectares that integrate biodiversity considerations (target of 3,000 ha), and 43,078 hectares are under sustainable land management in production systems (target of 50,000 ha).

Figure 1 Project progress according to mid-term goals



Source: Project Implementation Report (PIR), 2023 y 2024

Table 5 Progress on objective indicators

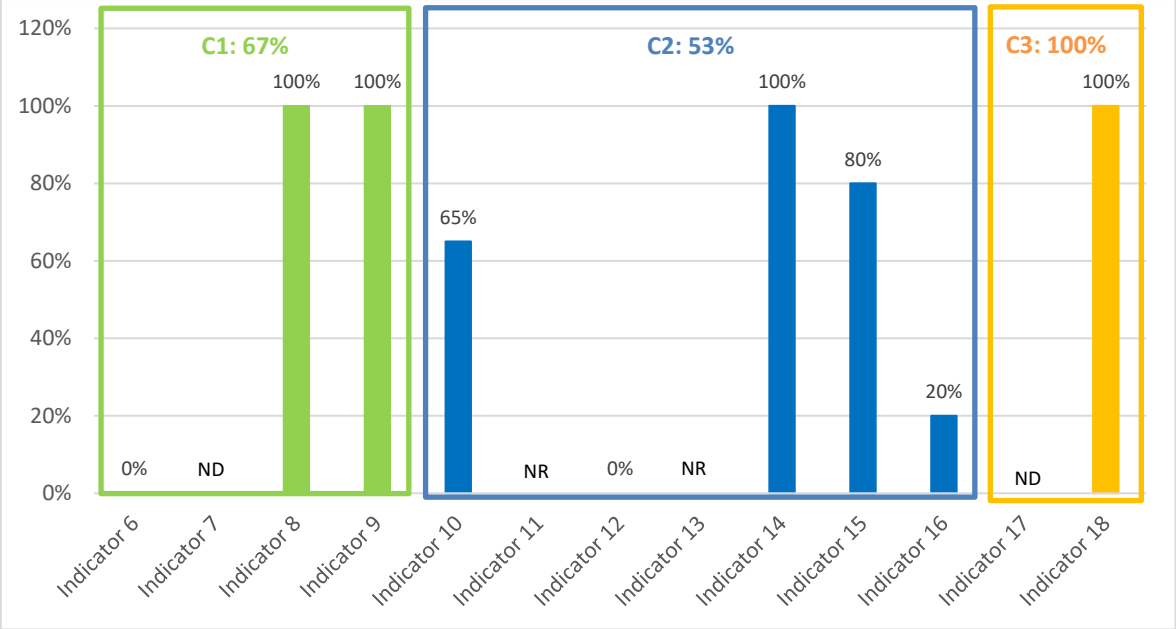
Indicator	Baseline Level	Level at 1st PIR (self-reported)	Mid-term target	End of project target	Mid-term level and evaluation	Assessment of achievements
Mandatory Indicator 1: # of direct and indirect project beneficiaries disaggregated by gender (individual people)	− Direct: 0 − Indirect: 159,500 (50% women; 50% men)	− Direct: 114 people (53% women and 47% men)	− Direct: 1,170 (50% women; 50% men) − Indirect: 160,000 (50% women; 50% men)	− Direct: 2,340 (50% women; 50% men) − Indirect: 161,500 (50% women; 50% men)	-Direct: 1,265 (46% women and 54% men) (108%) -Indirect: 113,731 (50% women and 50% men) (71%)	90%
Mandatory Indicator 2 (GEF Core Indicator 1 and 2): Area of terrestrial and marine protected areas created or under improved management for conservation and sustainable use (ha)	a) Terrestrial: 0 b) Marine: 0	-The Arequita Selection and Delimitation Project Report was prepared and submitted to the National Protected Areas Advisory Commission (CNA), whose approval will enable the incorporation of more than 560 ha into the SNAP.	a) Terrestrial: 199,495 (5,000 ha of new terrestrial PAs; 194,495 ha of PAs under improved management for conservation and sustainable use) b) Marine: 95,319 ha (area under improved management for conservation and sustainable use) New proposed target: a) Terrestrial: 195,495 (1,000 ha of new terrestrial PAs; 194,495 ha of PAs under improved management for conservation and sustainable use)	a) Terrestrial: 229,495 ha (35,000 ha of new terrestrial PAs; 194,495 ha of PAs under improved management for conservation and sustainable use) b) Marine: 95,319 ha (area under improved management for conservation and sustainable use) New proposed target: Terrestrial: 225,495 ha (31,000 ha of new terrestrial PAs; 194,495 ha of PAs under improved management for conservation and sustainable use)	a) Terrestrial: 84,378 ha (0 ha of new terrestrial PAs; 84,378 ha of PAs under improved management for conservation and sustainable use) (42.3%) b) Marine: 31,332 ha (4,000 ha of new marine PAs; 27,332 ha area under improved management for conservation and sustainable use) (32%)	37%

Indicator	Baseline Level	Level at 1st PIR (self-reported)	Mid-term target	End of project target	Mid-term level and evaluation	Assessment of achievements
			b) Marine: 99,319 ha (4,000 ha of new marine PAs; 95,319 ha area under improved management for conservation and sustainable use)	Marine: 99,319 (4,000 ha of new marine PAs; 95,319 ha area under improved management for conservation and sustainable use)		
Mandatory Indicator 3 (GEF Core Indicator 3): Area of land restored (ha)	− 0	An evaluation of the conservation status of the 3,600 ha property of the INC was carried out, involving more than 100 producers. A program for the control of Tojo in Sierra de Ríos (40 ha) will be designed.	8,000 ha (2,500 ha of degraded agricultural land; 1,000 ha of forest and forest land; 4,000 ha of natural grass and shrublands; 500 ha of wetlands) New proposed target: - dune coastal system	16,000 ha (5,000 ha of degraded agricultural land; 2,000 ha of forest and forest land; 8,000 ha of natural grass and shrublands; 1,000 ha of wetlands) New proposed target: - dune coastal system	1,992 ha (750 ha of degraded agricultural land; 250 ha of forest and forest land; 776 ha of natural grass and shrublands; 0 ha of wetlands and 216 ha dune coastal system)	25%
Mandatory Indicator 4 (GEF Core Indicator 4): Area of landscapes under improved practices (ha)	− 0	A definition and conceptual framework for sustainable production was developed. An incentive mechanism was designed to promote private conservation initiatives, based on payments to landowners,	53,000 ha (3,000 ha that meet national or international third-party certification that incorporates biodiversity consideration; 50,000 ha under sustainable land management in production systems)	106.000 ha (6,000 ha that meet national or international third-party certification that incorporates biodiversity consideration; 100,000 ha under sustainable land management in production systems)	52,190 ha (9,112 ha under management practices oriented to sustainable production in which environmental indicators associated with biodiversity	99%

Indicator	Baseline Level	Level at 1st PIR (self-reported)	Mid-term target	End of project target	Mid-term level and evaluation	Assessment of achievements
		considering a gender equality approach. A Cattle Grazing Management Plan was developed for the Cabo Polonio and Laguna de Castillos protected areas.	New proposed target: 53,000 ha (3,000 ha under management practices oriented to sustainable production in which environmental indicators associated with biodiversity conservation are measured and monitored; 50,000 ha under sustainable land management in production systems)	New proposed target: 106,000 ha (6,000 ha under management practices oriented to sustainable production in which environmental indicators associated with biodiversity conservation are measured and monitored; 100,000 ha under sustainable land management in production systems)	conservation are measured and monitored; 43,078 ha under sustainable land management in production systems)	
Mandatory Indicator 5 (GEF Core Indicator 6): Greenhouse Gas Emissions Mitigated (metric tons of CO2e)	0	A figure on metric tons mitigated is not yet available, as this indicator will be measured and reported on in 2024 and 2026.	24,000 metric tons of CO2e	62,541 metric tons of CO2e	6,768 metric tons of CO2e	28%
Green = Achieved	Yellow: On track for achievement		Red= Risk of non-compliance at project closure			

50. Indicators 2, 3 and 5 are in the process of being met, with more than 25% progress. Indicator 3 shows greater delays, although activities have been reported, such as the development of a comprehensive restoration plan for the Lagunas del Este pilot area. Dune restoration actions were implemented in Cabo Polonio National Park and on the beaches of La Paloma, and a study was carried out to evaluate the archeological conservation values of Cabo Polonio (Table 5).
51. In terms of progress by component, 73% progress is reported. Of the 13 outcome indicators, only 4 have reached their intermediate target (8, 9, 14 and 18). Two indicators show progress between 65% and 80% (10 and 15); although they are behind schedule, they are considered on track to meet the established targets. Indicator 16 presents a reasonable risk since it reports 20% progress; however, it is linked to indicators 2 and 15 (Two indicators (6 and 12) present delays and risks due to the ambition of their targets established until the end of the project; they require strengthening their strategic orientation. Two indicators did not have mid-term targets (11 and 13) and two indicators are in the process of being measured (7 and 17).
52. **Figure *2***).
53. Two indicators (6 and 12) present delays and risks due to the ambition of their targets established until the end of the project; they require strengthening their strategic orientation. Two indicators did not have mid-term targets (11 and 13) and two indicators are in the process of being measured (7 and 17).

Figure 2 Project progress based on its component indicators



NR: Not Reported; ND: Not Defined

Source: PIR, 2023 y 2024

4.2.1.1 Component 1: Enabling legal, financial, and institutional environment for biodiversity conservation and LDN

Progress **towards achieving results**	Moderately Satisfactory

54. Reported progress in component 1 is 67% (Table 6), showing an unbalanced performance. Of concern is indicator 6, whose delay is mainly explained by the change of government and political orientation of the new authorities, affecting both the programming and the original ambition. During the period, laws and policies have not been updated or drafted to improve the effective management of PAs and the provision of ecosystem services, due to the lack of political support.
55. However, the project has supported the MA in the development of prioritized laws and policies, such as the National Biodiversity Strategy and the drafting of the decree on invasive alien species. The team has also participated in inter-institutional workshops for the design of the Natural Grasslands Law. Progress is also reported on the creation of a system of private reserves that will expand and complement the SNAP conservation area. The project's support was key to MA's development of the “Instructions for processing the declaration of Private Reserves”, recently approved in October 2024.
56. Two indicators have met their target (8 and 9), although it should be noted that in the case of indicator 8, the result obtained in terms of reducing the financial gap cannot be

attributed to project management; it is also important to update the baseline and future needs based on the new SNAP Strategic Plan, to avoid distortions in the measurement of the indicator.

57. Similarly, indicator 9 has exceeded its target by 1%, equivalent to approximately USD 66,600. This result is due to the increase in resources from cooperation projects implemented during the period, as well as investments made by agricultural producers.
58. Indicator 7 is in the process of being measured, with results expected in the fourth quarter of 2024. Various actions have been implemented to strengthen institutional capacities, such as participation in inter-institutional discussions that called for capacity building in sustainable livestock farming and agro-ecological transitions. In addition, collaboration with INIA defined good agroecological practices in livestock farming, and actively participated in the monthly roundtable on natural pasture livestock farming, led by MGAP.

Table 6 Progress on component 1 indicators

Indicator	Baseline Level	Level at 1st PIR (self-reported)	Mid-term target	End of project target	Mid-term level and evaluation	Assessment of achievements
Indicator 6: Number of updated or drafted laws and policies to enhance the effective management of PAs) and the provision of ecosystem services	− 0	- The process of revising the national regulations associated with biodiversity and ecosystems was initiated. The requirements for updating the conservation objectives and spatial design of the SNAP were developed.	− At least two (2) (1. Departmental-level regulation drafted for partial or total exemption of territorial taxes; 2. Regulation drafted to simplify procedures and reduction of national and departmental taxes)	− At least five (5) (1. Biodiversity Law drafted; 2. Decree No. 150/007 [Articles 67 to 70] updated: exemptions refunds on corporate income tax; 3. Departmental-level regulation drafted for partial or total exemption of territorial taxes; 4. Regulation drafted to simplify procedures and reduction of national and departmental taxes; 5. Decree No. N° 150/007 [Article 116] updated: removal of potentially negative incentives for the environment/ e.g., phosphate fertilizers)	0 updated or drafted laws and policies to enhance the effective management of PAs) and the provision of ecosystem services	0%
Indicator 7: Capacity of public institutions civil society organizations (CSOs), and the private	Public Institutions − MA: 56% − MGAP: 53%	In coordination with MINTUR, a Nature Tourism Training Workshop was held in	Public Institutions − MA: 61% − MGAP: 58% − MINTUR: 36%	Public Institutions − MA: 71% − MGAP: 63% − MINTUR: 38%	Indicator in execution. The indicator is	Not available

Indicator	Baseline Level	Level at 1st PIR (self-reported)	Mid-term target	End of project target	Mid-term level and evaluation	Assessment of achievements
sector to mitigate threats to biodiversity and to reduce land degradation in PAs and production lands (as measured with revised UNDP capacity scorecard)	− MINTUR: 33% − Local Governments: 49% -CSOs: 51%	Paso Centurión. An agreement was drafted and signed with UTU to implement a Course on Biodiversity and Environmental Monitoring for teachers of agricultural production careers. A collaboration agreement was signed with the Instituto Plan Agropecuario del MGAP to incorporate biodiversity and land conservation contents in training workshops for rural producers.	− Local Governments: 52% -CSOs: 54%	− Local Governments: 64% - CSOs: 61%	currently being measured.	
Indicator 8: Financial gap to cover the basic management costs of the SNAP based on the financial sustainability scorecard	− 37%	Progress was made in valuing the ecosystem services of the Santa Lucía watershed. A document was prepared and submitted to the Development Bank of Latin America and the Caribbean (CAF) to request financing for an economic valuation study of the	− 31%	− 25%	− 30.2%	100%

Indicator	Baseline Level	Level at 1st PIR (self-reported)	Mid-term target	End of project target	Mid-term level and evaluation	Assessment of achievements
		ecosystem services of the grasslands.				
Indicator 9: Financial resources (public and private) available for investment in biodiversity conservation and sustainable land management outside PAs for three pilot areas: Santa Lucía River Watershed, Eastern Coastal Zone, and Serranías del Este and Quebradas del Norte	− US$ 6,155,000	For this period there were no results directly associated with this indicator.	− US$ 7,360,000	− US$ 8,770,000	− US$ 7,426,597	100%
Green = Achieved	Yellow: On track for achievement			Red= Risk of non-compliance at project closure		

4.2.1.2 Component 2: Implementation of biodiversity and land conservation measures in pilot areas

Progress **towards achieving results**	Moderately Satisfactory

59. Progress towards component 2 is 53% (Table 7). Regarding indicator 12, there is a ministerial resolution that approved the “Instructions for processing the declaration of Private Reserves”. The interested parties must present documentation that accredits the ownership of the register or registers that seek to be declared as a reserve, they must document and justify their declaration for a period of 5, 10 or 30 years.
60. Regarding indicator 15, it is reported that it is currently in the process of legal review, prior to the approval of the PAs of Arequita and Laguna Negra, while Isla de Lobos entered as a PA in August 2024. In addition, a new extension of 5,141 hectares is expected to be added to the Estero de Farrapos PA, as well as the incorporation of the Islas del Queguay PA with an area of 8,224 hectares. Indicator 16 is directly related to the result of indicator 15, which means that the only priority ecosystem that has been incorporated is the marine ecosystem.
61. Indicator 14 reports the greatest progress, since the Laguna Garzón, Laguna Negra, Laguna de Castillos, Valle de Lunarejo and Paso Centurión PAs have exceeded their mid-term goals. Meanwhile, Humedales de Santa Lucía, Laguna de Rocha, Cabo Polonio, Cerro Verde and Quebrada de los Cuervos have reached progress above 72%. Arequita and Isla de Lobos have also been included, along with their respective goals, since these areas will be integrated into the SNAP.
62. Indicator 10 is on track for compliance with 65%. It has exceeded the goal for horticulture by 648 hectares, reaching a total of 55,612 hectares in sustainable livestock, which represents 70% of the established goal. In agriculture, 300 hectares have been covered, reaching 60% of the target.
63. On the other hand, Indicator 13 established baseline data for the period 2024. These data coincide with the mid-term targets, so no progress is reported.
64. Regarding Indicator 11, no mid-term target was established. Due to the cancellation of the Casupa water reservoir project, it was necessary to adopt a different strategy, which has been discussed and approved.

Table 7 Progress on component 2 indicators

Indicator	Baseline Level	Level at 1st PIR (self-reported)	Mid-term target	End of project target	Mid-term level and evaluation	Assessment of achievements
Indicator 10: Area (ha) under sustainable agricultural production (e.g., sustainable cattle ranching, agroecological production, annual crops under SLM) inside and outside PAs	− 0	An incentive mechanism was designed to promote private conservation initiatives, based on payments to landowners. 7 projects being implemented. A collaboration between the INC and DINABISE is being implemented to develop a Management Plan to be implemented by livestock production units to prevent soil degradation.	− 86,500 ha (80,000 of grasslands under sustainable cattle ranching; 6,000 of sustainably produced annual crops; 500 of sustainably produced fruit and vegetable mixed crops)	− 244,000 ha (224,750 of grasslands under sustainable cattle ranching; 18,000 of sustainably produced annual crops; 1,250 of sustainably produced fruit and vegetable mixed crops)	− 56,560 ha (55,612 ha of grasslands under sustainable cattle ranching; 300 ha of sustainably produced annual crops; 648 ha of sustainably produced fruit and vegetable mixed crops)	65%
Indicator 11: Number of mechanisms for environmental mitigation and/or compensation that favor the conservation of biodiversity and ecosystem services	− 0	Since the Casupa stream water reservoir project was cancelled, a different strategy will be adopted to achieve the expected target value: a general methodology will be designed for the development of a	− 0	− At least one (1) (Environmental mitigation and/or compensation associated with the Environmental Impact Assessment (EIA) of the reservoir in the Arroyo Casupá watershed/Santa	− 0	

Indicator	Baseline Level	Level at 1st PIR (self-reported)	Mid-term target	End of project target	Mid-term level and evaluation	Assessment of achievements
		generic compensation mechanism for the project that favors biodiversity conservation.		Lucia River Watershed) New proposed target: A general methodology designed for the development of a generic project compensation mechanism that favors the conservation of biodiversity		
Indicator 12: Area (ha) of new private conservation reserves that contribute to fill the gaps in conservation and improve ecosystem connectivity	− 0	An agenda was proposed for the joint definition of criteria for identifying values and declaring conservation reserves, considering the interests of the private sector.	− 2,000 ha	− 6,000 ha	− 0 ha	0%
Indicator 13: Habitat quality index for vulnerable and / or endangered species within PAs	The baseline will be determined during the first year of project implementation. New definition of baseline: − Condition of wetlands (a) Density	As the baseline for this indicator was not defined in the ProDoc, project staff and the SNAP monitoring team reviewed the proposed Habitat Quality indicators	− Habitat quality for the Olrog's gull (Larus atlanticus) (area of brackish wetlands/crab congregations): Good	− Habitat quality for the Olrog's gull (Larus atlanticus) (area of brackish wetlands/crab congregations): Very good	− Condition of wetlands (a) Density of burrows of the crab (Neohelice granulata): Good; (b) Abundance of individuals of the	

Indicator	Baseline Level	Level at 1st PIR (self-reported)	Mid-term target	End of project target	Mid-term level and evaluation	Assessment of achievements
	of burrows of the crab (Neohelice granulata): Good; (b) Abundance of individuals of the crab (Neohelice granulata): Good. − Condition of grasslands (a) Relative frequency of grassland birds: Very good; (b) Grassland bird diversity: Very Good − Condition of freshwater wetlands (a) Relative frequency of wetland birds: Very good; (b) Wetland bird diversity: Good − Condition of psamophil forest and scrub: Satisfactory − Condition of shrubs with restricted distribution: (a) Presence of Maytenus cassineformis and Erythroxylum microphyllum: Fair and poor; (b) Survival of Maytenus cassineformis and Erythroxylum	and improved them considering the relevance to PA monitoring objectives and the sustainability and feasibility of measurement over time (after the end of the project).	− Condition of grasslands (bird diversity): Good − Condition of freshwater wetlands (bird diversity): Good − Condition of psamophil forest and scrub (woody plant species diversity): Good − Condition of streams/rivers (family level macroinvertebrates biological index): Good New proposed target: − Condition of wetlands (a) Density of burrows of the crab (Neohelice granulata): Good; (b) Abundance of individuals of the crab (Neohelice granulata): Good. − Condition of grasslands (a) Relative frequency of grassland birds: Very good; (b)	− Condition of grasslands (bird diversity): Very good − Condition of freshwater wetlands (bird diversity): Very good − Condition of psamophil forest and scrub (woody plant species diversity): Very good − Condition of streams/rivers (family level macroinvertebrates biological index): Very Good New proposed target: − Condition of wetlands (a) Density of burrows of the crab (Neohelice granulata): Good; (b) Abundance of individuals of the crab (Neohelice granulata): Good. − Condition of grasslands (a) Relative frequency of grassland birds:	crab (Neohelice granulata): Good. − Condition of grasslands (a) Relative frequency of grassland birds: Very good; (b) Grassland bird diversity: Very Good − Condition of freshwater wetlands (a) Relative frequency of wetland birds: Very good; (b) Wetland bird diversity: Good − Condition of psamophil forest and scrub: Satisfactory − Condition of shrubs with restricted distribution: (a) Presence of Maytenus cassineformis and Erythroxylum microphyllum: Fair and poor; (b)	

Indicator	Baseline Level	Level at 1st PIR (self-reported)	Mid-term target	End of project target	Mid-term level and evaluation	Assessment of achievements
	microphyllum: Fair and poor. − Coastal lagoon condition: Water quality index: Satisfactory (spring - summer) and Poor (autumn - winter). (The baseline was defined between 2023 - 2024 and will be remeasured in 2026).		Grassland bird diversity: Very Good − Condition of freshwater wetlands (a) Relative frequency of wetland birds: Very good; (b) Wetland bird diversity: Good − Condition of psamophil forest and scrub: Satisfactory − Condition of shrubs with restricted distribution: (a) Presence of Maytenus cassineformis and Erythroxylum microphyllum: Fair and poor; (b) Survival of Maytenus cassineformis and Erythroxylum microphyllum: Fair and poor. − Coastal lagoon condition: Water quality index: Satisfactory (spring - summer) and Poor (autumn - winter).	Very good; (b) Grassland bird diversity: Very Good − Condition of freshwater wetlands (a) Relative frequency of wetland birds: Very good; (b) Wetland bird diversity: Very good − Condition of psamophil forest and scrub: Satisfactory − Condition of shrubs with restricted distribution: (a) Presence of Maytenus cassineformis and Erythroxylum microphyllum: Poor and Good; (b) Survival of Maytenus cassineformis and Erythroxylum microphyllum: Poor and Good -Coastal lagoon condition: Water quality index: Satisfactory.	Survival of Maytenus cassineformis and Erythroxylum microphyllum: Fair and poor. − Coastal lagoon condition: Water quality index: Satisfactory (spring - summer) and Poor (autumn - winter). (The baseline was defined between 2023 - 2024 and will be remeasured in 2026).	

Indicator	Baseline Level	Level at 1st PIR (self-reported)	Mid-term target	End of project target	Mid-term level and evaluation	Assessment of achievements
Indicator 14: Change in the management effectiveness (as measured through the METT) of 10 PAs (terrestrial PAs: 194,495 ha; marine PAs: 95,319 ha)	− Santa Lucía Wetlands:42 − Laguna Garzón: 30 − Laguna de Rocha: 57 − Cabo Polonio: 73 − Laguna de Castillos: 33 − Laguna Negra: 55 − Cerro Verde: 45 − Quebrada de los Cuervos: 55 − Valle del Lunarejo: 52 − Paso Centurión: 22 New baseline definition, include to: −Arequita: No baseline. *(Additional PA that was not originally included) −Isla de Lobos: No baseline *(Additional PA that was not originally included)	The evaluation of management effectiveness using the METT tool is planned for 2024.	− Santa Lucía Wetlands: 47 −Laguna Garzón: 37 −Laguna de Rocha: 57 −Cabo Polonio: A determinar −Laguna de Castillos: 39 −Laguna Negra: 56 −Cerro Verde: 49 −Quebrada de los Cuervos: 55 −Valle del Lunarejo: 54 − Paso Centurión: 28 New proposed target, include to: -Cabo Polonio: 73 −Arequita: 33 −Isla de Lobos: 23	− Santa Lucía Wetlands: 52 −Laguna Garzón: 50 −Laguna de Rocha: 63 −Cabo Polonio: A determinar −Laguna de Castillos: 44 −Laguna Negra: 59 −Cerro Verde: 57 −Quebrada de los Cuervos: 61 −Valle del Lunarejo: 56 − Paso Centurión: 38 New proposed target, include to: -Cabo Polonio: 75 −Arequita: 37 −Isla de Lobos: 26	− Santa Lucía Wetlands: 34 (72.3%) −Laguna Garzón: 58 (156.8%) −Laguna de Rocha: 53 (93%) −Cabo Polonio: 69 (94.5%) −Laguna de Castillos: 43 (110.3%) −Laguna Negra: 62 (110.7%) −Cerro Verde: 36 (73.5%) −Quebrada de los Cuervos: 49 (89%) −Valle del Lunarejo: 64 (118.5%) −Paso Centurión: 32 (114.3%) −Arequita: 33 (100%) −Isla de Lobos: 23 (100%)	100%
Indicator 15: Area (ha) of new PAs and the expansion of existing PAs incorporated into the SNAP by project end	− 0	The technical and legal process necessary for the incorporation of Arequita as a new protected area of the	− 10,000 ha New proposed target: - 5,000 ha	− 35,000 ha	− 4,000 ha	80%

Indicator	Baseline Level	Level at 1st PIR (self-reported)	Mid-term target	End of project target	Mid-term level and evaluation	Assessment of achievements
		SNAP was advanced.				
Indicator 16: Change in the representativeness of key ecosystems in the SNAP as a result of the incorporation of 2 new PAs and the expansion of 2 existing PAs	− Palm communities/Butia sp.: 0 ha − Natural grasslands: 119,213 ha − Wetlands and peatlands: 24,717 ha New baseline definition, include to: - Forests: Not available - Marine ecosystem: Not available	Arequita will incorporate into the SNAP three ecosystems that until now were not represented: two grassland ecosystems (one "Endangered", code PrPPMMNNNM; and the other "Vulnerable", code PrPPMMNNNN) and one flat forest ecosystem (Endangered, code BoPSLRNHA).	− Palm communities /Butia sp.: 2,000 ha − Natural grasslands: 123,213 ha − Wetlands and peatlands: 26,717 ha New proposed target, include to: - Forests: 0 ha - Marine ecosystem: 3,500 ha	− Palm communities /Butia sp.: 4,000 ha − Natural grasslands: 127,213 ha − Wetlands and peatlands: 29,717 ha New proposed target, include to: - Forests: 2,000 ha - Marine ecosystem: 3,500 ha	− Palm communities /Butia sp.: 0 ha (0%) − Natural grasslands: 0 ha (0%) − Wetlands and peatlands: 0 ha (0%) - Forests: 0 ha (0%) - Marine ecosystem: 4,000 ha (100%)	20%
Green = Achieved	Yellow: On track for achievement			Red= Risk of non-compliance at project closure		

4.2.1.3 Component 3: Knowledge Management, M&E and Learning

Progress **towards achieving results**	Satisfactory

65. Component 3 includes two indicators: one has no reported progress and is in the process of being measured, while the other, with no mid-term target, has already met its final target. Therefore, the progress rating is 100% (Table 8).
66. Regarding indicator 17, which measures the level of awareness of departmental governments, ministries, CSOs and the general public, the measurement is in process. During the 2023-2024 period, local producers and the rural population have been included due to their relevance to the project. The measurement of the Knowledge, Attitude and Practice (KAP) Index has been applied exclusively to these two groups in the second half of 2023 and first half of 2024. In addition, a similar analysis is being conducted at the national level for the general population, with results expected in November 2024. It is reported that the surveys to public institutions and NGOs involved in the project are at the stage of completion planned for the end of November, however, to date no results have been presented.
67. Indicator 18 does not have a mid-term target; however, it has already reached its final target in this period of project implementation. To date, the project has contributed to the generation and publication of the following three knowledge products: the Guide to Ecological Gardening for the Coastal Zones of Uruguay; a Series on Coastal Management Guidelines, with five guides and a book on the VII National Congress of Protected Natural Areas.

Table 8 Progress on component 3 indicators

Indicator	Baseline Level	Level at 1st PIR (self-reported)	Mid-term target	End of project target	Mid-term level and evaluation	Assessment of achievements
Indicator 17: Level of awareness among key stakeholders about the value of biodiversity, ecosystem services, and LDN (measured with Knowledge, Attitude, and Practice [KAP] Index).	− Rivera Departmental Government: 47 − Montevideo Departmental Government: 30 − Montevideo Municipal Government: 30 − San José Departmental Government: 32 − CSOs: 51 − Local Producer Organizations: 29 − General Public: X (Baseline to be determined during the first year of project implementation) New baseline definition, include to: - Livestock and agricultural producers: 50 - Rural population (villages of less than 5000 people): 48	The requirements of an appropriate tool for the KAP methodology adapted to the project requirements were designed. A consulting firm was hired for the implementation of the CAP Index.	− Rivera Departmental Government: 50 − Montevideo Departmental Government: 35 − Montevideo Municipal Government: 35 − San José Departmental Government: 35 − CSOs: 52 − Local Producer Organizations: 30 − General Public: X (Baseline to be determined during the first year of project implementation) New proposed target, include to: - Livestock and agricultural producers: 50 - Rural population (villages of less than 5000 people): 48	− Rivera Departmental Government: 55 − Montevideo Departmental Government: 45 − Montevideo Municipal Government: 40 − San José Departmental Government: 45 − CSOs: 55 − Local Producer Organizations: 35 − General Public: X (Baseline to be determined during the first year of project implementation) New proposed target, include to: - Livestock and agricultural producers: 60 - Rural population (villages of less than 5000 people): 58	Rivera Departmental Government, Montevideo Departmental Government, Montevideo Municipal Government, San José Departmental Government, OSCs, General Public: in the process of measurement - Livestock and agricultural producers: 50 - Rural population (villages of less than 5000 people): 48	Not available

Indicator	Baseline Level	Level at 1st PIR (self-reported)	Mid-term target	End of project target	Mid-term level and evaluation	Assessment of achievements
Indicator 18: Number of knowledge products (technical documents, scientific publications, videos, webinars, etc.) on best practices and lessons learned made available to key stakeholders for replication in other landscapes	− 0	The elaboration of the “Guide of sustainable gardening in coastal zones” was initiated. The guide will provide technical guidelines for ecological gardening, appropriate methodological tools, criteria and examples. The Project provided conceptual content and advice for the development of the videos "Conectá con el Campo Natural (Connect to Natural Grassland).	− 0	− At least three (3)	3 knowledge products	100%
Green = Achieved	Yellow: On track for achievement			Red= Risk of non-compliance at project closure		

4.2.2 Remaining barriers to achieving the project objective.

68. Lack of human and financial resources to achieve the goals related to public policy objectives and financial sustainability of the project. ProDoc assumes that these resources would come from co-financing, which did not happen in this first implementation period and will most likely not materialize until the end of the project.
69. Directly related and perhaps as a consequence of the previous point, there is a significant barrier in terms of strategic orientation and clarity in the roadmap to achieve the project's public policy and financial sustainability objectives.
70. The project agenda is ambitious and needs to raise its political profile at the highest level. The first two barriers shown in this MTR are related to political endorsement and positioning of the key issues promoted by the project. Some interviewees identify the lack of strategic communication as a major barrier for the project to politically position its agenda.
71. The project is limited by the policies and capacities of DINABISE's communication area, which does not have channels that give it the necessary autonomy to disseminate key messages and information to the project's stakeholders. In addition, there is a limitation in terms of communication tools to promote the adoption and replication of the new productive practices supported by the project.
72. The project has encountered challenges in the process of transition and strengthening of the new institutional structure of the MA and DINABISE. The project had to face a change of government and the creation of the new Ministry of the Environment, which is the project's executing agency. The project has been a support within this institutional transition process, particularly in the operation of the DINABISE. This has had an impact on response times and progress of activities. Furthermore, the recent electoral process in the country will once again pose a challenge for the project in the face of the new authorities.

4.3 Project implementation and adaptive management

Project implementation and adaptive management	Moderately Satisfactory

4.3.1 Management arrangements

73. UNDP maintains a solid cooperation framework with the Government of Uruguay, providing an adequate structure and installed capacities for the supervision and quality assurance of the project. UNDP as GEF Implementing Agency has extensive experience in project implementation in Uruguay, having implemented 8 biodiversity

projects, all with the MA. The project benefited greatly from the installed capacity and lessons learned from previous GEF funded interventions in biodiversity and climate change.

74. The testimonies collected recognize that UNDP adds value from an approach that incorporates a wide range of development challenges, adding value in terms of its global network, policy dialogue and the incorporation of the human rights-based approach throughout the project cycle. Of particular note in this project is the attention paid to gender mainstreaming from project design.
75. The testimonies consider that UNDP demonstrated commitment and provided support to the implementing partner. Its portfolio approach facilitated opportunities in terms of coordination, information exchange and synergies, as in the case of the Biofin Program or the Small Grants Program. The reports generated are timely, accurate and reflect technical quality.
76. Regarding the Executing Agency, it is important to mention that the creation of the MA practically coincided with the beginning of the project. This new institution gives it greater autonomy, but does not necessarily strengthen the sector, since it was not accompanied by a larger budget allocation. The institutional transition has had a considerable effect on implementation, mainly due to the change in priorities and the lack of co-financing.
77. The project was adequately nested within DINABISE. The team hired arrived at a key moment in the transition process and has not only met the project's objectives, but has had a broader impact on strengthening the response capacity of this recently created entity.
78. In the opinion of the stakeholders interviewed, the PMU has demonstrated high technical quality, commitment and excellent willingness to collaborate. It is mentioned that the team maintains fluid relationships, constant communication and availability to meet new challenges.

4.3.2 Work planning

79. The project was designed in a different context and was affected by the change of government and political orientation of the new authorities. Several important assumptions regarding the ambition of the goals, the focus of the project and the availability of co-financing resources were revised by the new authorities. In addition, the MA was created from competencies transferred from the former MVOTMA, and DINABISE was established within the MA, as in charge of implementing the project. The project has been an active part of the transition process, assisting in the definition

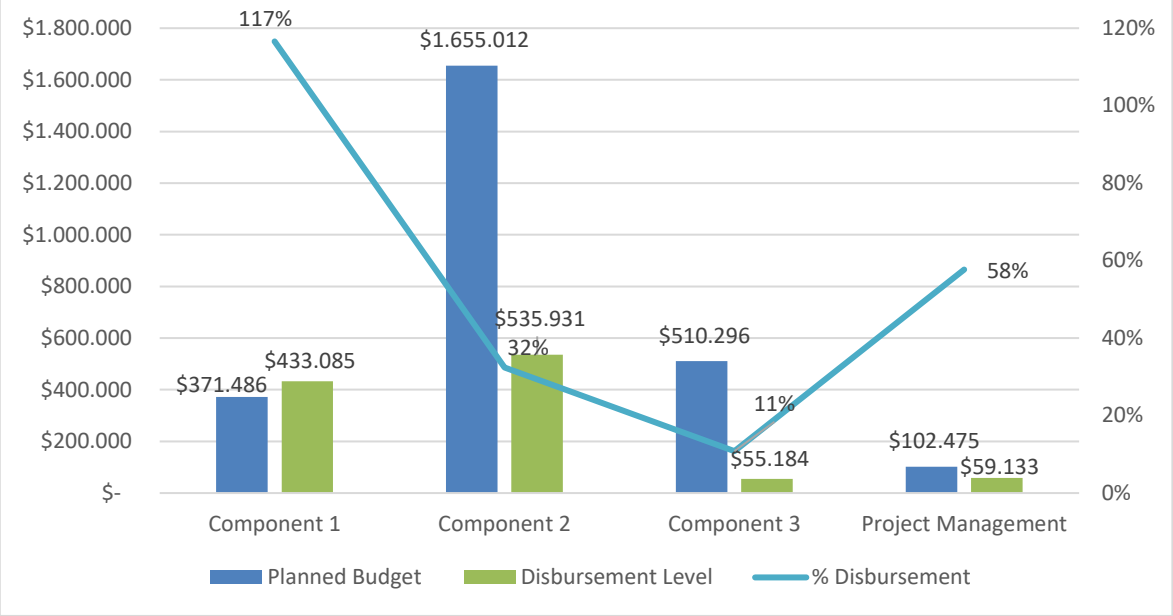
of the organizational structure, competencies, and supporting DINABISE in this consolidation phase.

80. The project has demonstrated a high capacity for adaptive management, however, at the time of closing this review document, there is a considerable delay in its implementation, with partial fulfillment of its mid-term goals.
81. At the beginning of the project, delays were experienced, particularly due to the COVID-19 pandemic, which led to the postponement of the start-up workshop and delays in hiring the entire project team. The start of the project coincided with a change of authorities at the national, departmental and municipal levels, which posed a major challenge for the new authorities to familiarize themselves with the project objectives and redefine their commitment. There was also a delay of several months in the MTR, mainly due to the resignation of the previous project coordinator.
82. Due to changes in the project context, it was necessary to review, modify and update key elements of the results framework. As a result, eight targets were revised (highlighted in red in tables 5, 7 and 8; Annex 9).
83. Some baseline indicator values have already been determined, while others are still in the process of being defined. The targets for nine indicators of the project's results framework were also adjusted and are to be presented and approved at the next Steering Committee meeting (Annex 9).

4.3.3 Finance and co-finance

84. The original project budget equals USD 2.639 million from the GEF for the implementation period. By September 30, 2024, the project disbursed USD 1.083 million which is 41% of the total available budget (Figure 3). The latest PIR as of June 30, 2024, reports an execution of USD 963,300, which represents 35.5% of the total available budget.
85. The Combined Delivery Reports (CDRs) indicate that the first component reports the highest progress, with 117% execution, followed by the second component, with 32%. The third component has reached only 11% execution. On the other hand, project management shows an execution level of 58% (Figure 3).
86. Only one revision to the initial budget has been identified, whose objective was to adjust the 2021 and 2022 budgets in accordance with the actual expenditures recorded in those years, transferring the remaining balance to the following years, without modifying the total approved budget.

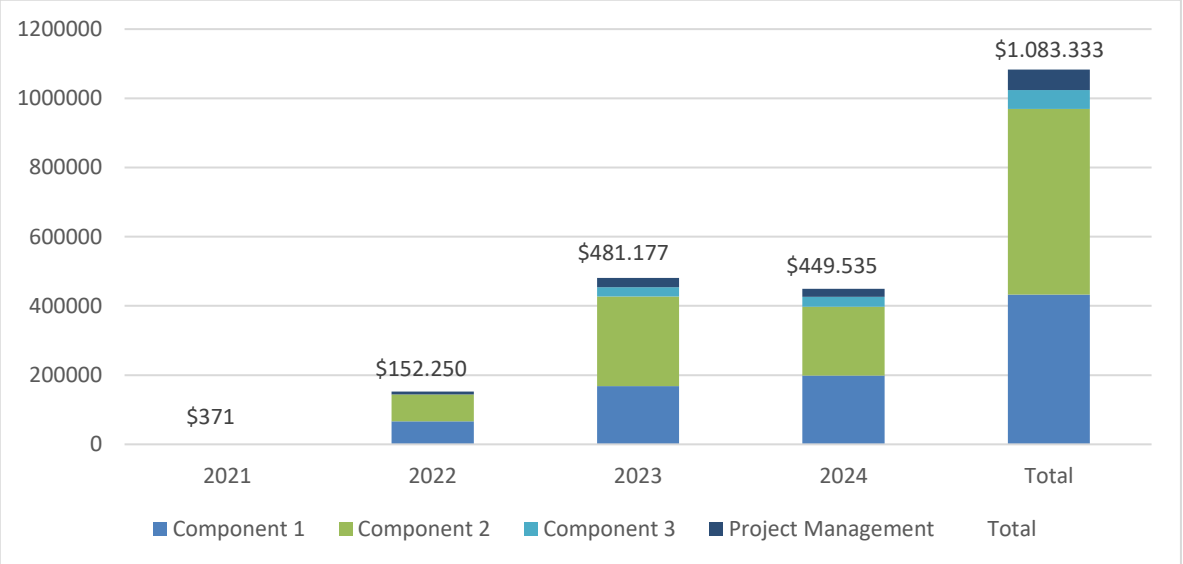
Figure 3 Outcome Budget vs Disbursement



Source: CDRs, 2021 – 2024 Q1

87. The lowest execution is reported in 2021, in coherence with the startup process and that, in practice, there were only two months of execution. GEF funds were increasingly executed during 2022 and 2023, reporting a downward trend during 2024 (Figure 4).
88. As part of financial control, the project prepares the UNDP ATLAS system CDR annually. This document identifies the amounts executed, in dollars, by component. In addition, four financial reports have been provided for the MTE (2021, 2022, 2023 and 2024), the last one up to March 2024.

Figure 4 Component wise expenditure by year



Source: CDRs, 2021 – 2024 Q1

89. The project has contracted three external audits for the years 2021, 2022 and 2023, the results of which were satisfactory. The audits concluded that the financial operations and controls as well as the administrative and internal control structure are appropriate and in compliance with the procedure's manual.

90. In addition to GEF funding, the ProDoc compiles a significant amount of co-financing totaling USD 15 million. As of the closing of this document, a co-financing of USD 0.883 million has been reported, which represents 6% of the original commitment, only contributions from the MA (through the budget execution of project URU/21/004) and the Rivera and Rocha municipalities are reported (Table 9).

Table 9 Cofinancing table

Cofinancing Source	Name of co-financing institution	Type Cofinancing	Amount of Co-Financing Confirmed at Time of CEO Endorsement (US$)	Amount of actual Cofinancing contributed at the time of the MTR (US$)	% of total expected amount of Cofinancing
Recipient Country Government	MA	Grant/In-kind	8,000,000	595,252	7%
Recipient Country Government	MGAP	Grant	4,000,000		0%
Recipient Country Government	MINTUR	Grant/In-kind	1,000,000		0%
Recipient Country Government	OSE	Grant	500,000		0%
Recipient Country Government	Canelones Departmental Government	In-kind	250,000		0%
Recipient Country Government	Montevideo Departmental Government	In-kind	500,000		0%
Recipient Country Government	Rivera Departmental Government	In-kind	250,000	160,366	64%
Recipient Country Government	Rocha Departmental Government	In-kind	500,000	127,493	25%
Total			15,000,000	883,111	6%

Source: PIR, 2024; Rivera Departmental Government Agreement, 2023; Rocha Departmental Government Agreement, 2021; CDR Q4, 2023; CDR Q1, 2024.

4.3.4 Project-Level Monitoring and Evaluation Systems

91. The ProDoc presents, in general terms, a M&E plan, which includes the main milestones and procedures established for GEF-UNDP projects' implementation in each country. To date, the project has fully complied with the various milestones established in the M&E plan, such as the start-up workshop and report, 4 steering

committees, 3 annual work plans have been approved, and 2 progress reports have been submitted to UNDP. In addition, the PMU has prepared 18 quarterly reports and 5 annual reports. The PIRs for 2023 and 2024 have also been submitted, 3 audits have been conducted and the MTR is currently being implemented. The project regularly uses UNDP systems, such as Quantum, which allows detailed monitoring of physical and budgetary execution.

92. As an integral part of the project, a Gender Analysis and Action Plan was formulated (Annex 8 of the ProDoc. This comprehensive plan delineated various actions along with their corresponding indicators, assigned responsibilities, timeframes, and budget allocations across the three project components.
93. The project has 18 indicators in the results framework and 17 indicators in the Gender Action Plan. Due to the number and complexity of these indicators, as well as the volume of interventions in the territory, the need for full-time staff was identified: one for M&E and one for gender.
94. The weaknesses described in the formulation of several indicators, such as incomplete or imprecise baselines or undefined targets, have been partially addressed so far. The project designed methodological sheets for the 5 objective indicators, the 13 component indicators and the 17 gender indicators.
95. There are challenges in the reporting of co-financing values, for which currently only one tool is designated for MA reporting. This situation was identified by UNDP during the development of the 2024 RIP, and it is expected that the quantification of co-financing will be completed before the second half of October.
96. The PMU is proactively and effectively identifying, monitoring and managing risks associated with the project. These risks are regularly reported in the PIR, and so far, no risks have been identified in the Project Information Management System (PIMS). The risks have been updated in Quantum, where a total of 12 risks are recorded, none of which are classified as material.

4.3.5 Stakeholder Engagement

97. Approximately 150 people from the government, private sector, civil society, international organizations, academia and local organizations participated in the project design phase, ensuring a high level of involvement of stakeholders and interested parties. The design included a stakeholder participation plan that establishes clear objectives, identifies relevant stakeholders, defines their roles, necessary actions and expected results.

98. The project implemented a multi-stakeholder inception workshop that provided an opportunity to update project information, receive feedback and establish a basis for future consultation and participation.
99. During implementation, the inclusion of various levels of stakeholders is considered appropriate, with special attention to the participation of the population and vulnerable groups in the territory.
100. Governance is the responsibility of the PSC, which has held four meetings during the period under the leadership of the Director of DINABISE. The meetings are attended by middle management and technical managers from various institutions, including MA, AUCI, MGAP, MEF, MINTUR, OSE, INC, Departmental Government of Montevideo, Canelones and Rivera, AMRU and Federated Agricultural Cooperatives. These spaces are mainly used for the presentation of reports and approval of annual operational plans, but they are not yet used to advance strategic definitions, strengthen political commitments and consolidate roadmaps that will allow progress to be made on the activities that are lagging behind.
101. In collaboration with various organizations, the InterAmerican Institute for Cooperation on Agriculture (IICA, acronym in Spanish) has worked with the Alianza del Pastizal to form a group of young grassland leaders in Uruguay, promoting sustainable practices in this ecosystem. Collaboration also exists with the Instituto Plan Agropecuario to include biodiversity issues in workshops on pasture management, raising awareness among producers of the importance of conserving biodiversity on their land. In addition, an evaluation of the condition of land under horticultural production in the northern ravines was carried out with Fagro and a monitoring of beneficial insects in the Santa Lucía Basin with Syngenta, to promote appropriate management practices.
102. In terms of institutional participation, the project has contributed to the Working Group on Livestock Grazing on Natural Pasture (MGCN, acronym in Spanish) and the Comisión de la Ley sobre Campo Natural, providing technical expertise on sustainable rangeland management. It has also collaborated in the MGCN Communication Commission, participating in the evaluation of environmental indicators of the Sustainable Livestock Hub and in the preparation of agroecological transition indicators together with DINABISE.
103. An agreement was signed with the General Directorate of Technical Education of the National Public Education Administration (ANEP) to implement the Biodiversity and Environmental Monitoring course for teachers of agricultural production courses at UTU. The course content was defined jointly with the training provider of the Biodiversity Conservation and Development Sustainable Program in the Eastern

Wetlands (PROBIDES, acronym in Spanish). Thirty-five people (18 women and 17 men) participated in the first course.

104. A partnership was established between the IICA, the Plan Agropecuario, INIA and the Sociedad de Fomento Río Negro to set up the Regenerative Livestock Hub, which acted as a center for training and defining indicators. This collaboration strengthened the Biodiversity and LDN component in sustainable production, complying with Output 1.1.2, which seeks to incorporate biodiversity and ecosystem services in the planning, generation and use of information.

4.3.6 Communication

105. The testimonies gathered show a committed, accessible and willingness to keep stakeholders informed at the different levels of project intervention. The main mechanism for keeping the PSC informed is periodic meetings. To date, the project has held four meetings, during which the team has presented the annual planning, progress on results, goals and activities, among other relevant aspects. These meetings allow the PSC to follow up on the decisions taken, ensuring a continuous process of monitoring and adjusting project implementation.

106. In general terms, information management operates in a centralized system hosted in the cloud. This makes it possible to keep information updated and available to the PMU and other key stakeholders at the different levels of intervention. This was evidenced during the MTR, as the organization and delivery of the requested information was fast and complete. However, not all the information generated is accessible to the general public, precisely because of the absence of communication tools and mechanisms that give greater autonomy to the project.

107. The project has encountered limitations in external communication, due to the lack of resources associated with this task and the dependence on the MA communication team. The websites of the MA, MGAP and UNDP Uruguay have been used to disseminate information on the inception workshop, the visit to Uruguay of the GEF CEO, the process of inclusion of the Arequita and Isla Los Lobos PAs, as well as the agreements with stakeholders and the knowledge products generated. In addition, social networks have been used, highlighting the MA YouTube account and the LinkedIn accounts of MA and UNDP Uruguay to share knowledge products and calls for incentive funds for sustainable production. On Instagram, there was support from certain actors who helped disseminate information through their accounts.

108. Regarding radio media coverage, four interviews were conducted that addressed topics such as the natural countryside, biological corridors and invasive exotic species. In addition, an article was published in the newspaper El Observador, highlighting the

collaboration between DINABISE and Syngenta in the implementation of a pilot project in the Santa Lucía river basin. In addition, articles were published on the Instituto Plan Agropecuario's website on topics related to biodiversity, production, pasture management and its relationship with biodiversity.

109. In February 2024, the design of a communication strategy and associated campaign, specifically developed to address DINABISE requirements, was initiated. The latest PIR reports that several meetings have been held and a roadmap for the design and implementation of the campaign has been developed.

110. The communication outputs linked to the project results framework are included in component 3. To date, one of the targets set for the end of the period has been achieved, with the publication of three key knowledge products: the Guide to Ecological Gardening for the Coastal Zones of Uruguay; a Series on Coastal Management Guidelines, with five guides and a book on the VII National Congress of Protected Natural Areas. Additional products are planned, such as identification sheets for invasive exotic species.

4.4 Sustainability

Sustainability	Moderately Likely

4.4.1 Financial risks to sustainability

111. The project has managed to mobilize 6% of the original co-financing commitment, putting at risk the fulfillment of goals that do not have a GEF budget and that are expected to be covered by national institutions and actors.

112. To date, no state resources have been secured to at least partially assimilate the project team once the implementation period ends. DINABISE is concerned about the impact in terms of its installed capacity and operability.

113. The results related to the financial sustainability of the project show a considerable delay, which puts at risk the potential for replication and consolidation of project results over time. A thorough review of the proposed financing approaches and mechanisms is needed, involving as early as possible the institutions and decision-makers involved in the success of the mechanism. In this regard, the project is working in coordination with the GBF EAS (Global Biodiversity Framework) and Biofin projects, which in the next two years will prepare a Financial Plan for Biodiversity. The articulated work with these projects is a strategy promoted by the MA and UNDP, which is expected to improve the mobilization of co-financing and the sustainability of the project.

4.4.2 Institutional framework and governance risks to sustainability

114. The project encountered significant challenges in terms of the political and institutional framework during this first phase of implementation. Regardless of the outcome of the upcoming elections, the project will have to actively seek positioning and endorsement of its agenda with new authorities.

115. While the institutional transition process of the MA is being consolidated, similar levels of uncertainty to those encountered during this first stage of implementation can conservatively be expected. It is important that the project maintains a balance between the achievement of its goals and indicators, with active collaboration in filling gaps and accompanying DINABISE in the day-to-day challenges inherent to the transition process.

4.4.3 Socio-economic risks to sustainability

116. The main socioeconomic risks are related to the process of adopting new practices and resistance to change in a sector that is characterized as traditional. In view of this, the demonstrative approach of the project, through pilots, must be amplified through strategic communication and knowledge management to strengthen scaling up and replication.

117. The rural sector is highly vulnerable to external shocks such as international product prices or extreme weather events. These could affect the interest and real capacity to maintain new production practices over time.

4.4.4 Socio-environmental risks to sustainability

118. No significant environmental or social risks have been identified for the project. From a social perspective, there are relatively low levels of resistance to change in terms of adopting better production practices, despite the fact that the sector is considered traditional.

119. Extreme climatic events such as droughts or fires could pose risks to restoration activities and the scaling up of better production practices in the different landscapes. The project will develop the SNAP Strategic Plan 2021-2025 and will include strategies to reduce the vulnerability of key species and ecosystems to climate change and variability. The project will include climate change considerations as part of strategic land use planning in the pilot areas and will provide training to local stakeholders for the incorporation of climate change considerations into land use plans.

5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

120. This project is aligned with national priorities related to the strengthening and consolidation of the institutional framework for the conservation and sustainable management of biodiversity. The project has special relevance in the context of the creation of the MA; the programming of GEF resources stands out for its linkage and support at key moments in the country's environmental institutional framework.

121. The appropriation and nesting of the project within DINABISE is considered adequate; the PMU is identified and integrated into the day-to-day operations of this new directorate, adding value both to the project's themes and to DINABISE's agenda and programming of activities.

122. A weakness in the design is related to the formulation of assumptions and risks, leaving critical project results outside of GEF financing. As a result, some of the goals set are naïve, considering the complexity associated with sensitive issues such as the formulation of public policies or the creation of new PAs.

123. There is a delay in relation to the mid-term goals; the estimated progress in meeting the objective indicators is 56%. For the component indicators, average progress is 73%. The project faced challenges in its start-up phase, due to COVID 19, the institutional transition of the MA and the change of government and political orientation of the new authorities.

124. Of the 13 outcome indicators, only four have reached their intermediate target, while three show progress between 20% and 80%. Two indicators show no progress during this period, which represents a significant risk of not meeting the targets set for the end of the project. Two other indicators had no intermediate target, and two are in the process of being measured.

125. As of March 31, 2024, the project had disbursed USD 1.083 million, or 41% of the total budget available for the execution period. In terms of co-financing, progress is reported at 6% of the target of USD 15 million, which puts the fulfillment and sustainability of the project's objectives at risk.

126. Among the barriers is the lack of human and financial resources to achieve the goals related to public policy objectives and financial sustainability. Another barrier is related to the weak strategic orientation and clarity in the roadmap to achieve the public policy and financial sustainability objectives of the project. The project has encountered challenges in the process of transition and consolidation of the new institutional structure of the MA and DINABISE.

127. Financial risks represent the greatest challenge to sustainability, particularly due to the low level of co-financing mobilization and the limited progress in the development of incentives and financial sustainability mechanisms, making the articulation with GBF EAG and Biofin critical. Political change represents both a risk and an important opportunity to reposition the project's issues, in view of the national elections scheduled for the end of 2024 and the inauguration of a new government in March 2025.

5.2 Recommendations

# Rec	Recommendation	Responsible Entity
	Component 1	
1	Regarding indicator 6 (laws and policies updated or drafted), during the transition process to the new authorities after the change of government, it is recommended to review and agree on a minimum agenda of laws and policies that will be supported by the project in this second phase of implementation.	Project Management Unit (PMU)
2	Regarding indicator 8 (financial gap for SNAP), it is recommended to update the baseline as it generates a significant distortion. Consequently, it is also recommended to review the ambition of this target in coherence with the development of a roadmap and intervention strategy that clearly shows the project's value addition.	PMU
	Component 2	
3	Progress in coastal restoration initiatives was verified in terms of the recovery of biodiversity spaces. It is recommended to include a protocol for monitoring the change in biodiversity associated with the results of activities to recover degraded beaches, particularly in terms of biodiversity islands.	PMU
4	It is recommended that the pending baselines for this component be updated.	PMU
5	The new target proposed by the project for indicator 11 (Number of environmental mitigation and/or compensation mechanisms) significantly reduces the ambition. It is recommended to maintain the formulation of the target, since it is considered that two years would be a prudent time to implement at least one pilot environmental mitigation/compensation mechanism.	PMU
6	It is recommended that the level of ambition of the proposed target for indicator 14 (Change in management effectiveness of 10 PAs) be revised. The target is not consistent with the investment in the Cabo Polonio PA.	PMU
	Component 3	
7	It is recommended to close the measurement and update the baseline for indicator 17 (Level of awareness among project stakeholders on the value of biodiversity, ecosystem services and LDN).	PMU
8	Given that the end of period target has been met, it is recommended that the team formulate a new target based on the results to be achieved in this second phase of implementation.	PMU
	Project implementation and adaptive management	
9	The project has achieved a number of results that exceed the geographical scope of the project, the PMU adds value and actively participates in a number of DINABISE's own activities. It is recommended that the project's monitoring tools capture these unintended project results, as their contribution is considered relevant.	PMU
10	It is recommended that a strategic communication plan be developed to strengthen the positioning of the project's key issues, obtain the political support needed to meet the goals, and strengthen the project's resilience	MA PMU

	in the face of the next change of government. This plan may identify a new indicator to replace indicator 18.	
11	The project needs to raise its political profile to advance the challenges and goals related to public policies and financial sustainability. In this regard, the meetings of the Project Steering Committee, beyond the presentation and approval of reports, could be used to play a role of strategic orientation, decision making and political endorsement.	MA UNDP
12	It is recommended that the project's procurement and acquisition processes be strengthened and streamlined to make up for the lag in the project's financial execution.	MA PMU
Sustainability		
13	It is recommended to initiate the project's exit strategy, establishing commitments regarding the sustainability of the project team and the investments made by the GEF.	PMU

6 ANNEX

6.1 Annex 1: Terms of Reference

Términos de Referencia

Contratación de Consultor Individual para servicios deRevisión de MEDIO TERMINO del Proyecto PIMS 6252 URU/21/G31 Consolidando políticas de conservación de la biodiversidad y la tierra como pilares del desarrollo sostenible.

INTRODUCCIÓN

De acuerdo con las políticas y procedimientos de M&E del PNUD (Programa de las Naciones Unidas para el Desarrollo) y el FMAM (Fondo para el Medio Ambiente Mundial), los proyectos medianos y grandes de PNUD, financiados por el FMAM, requieren pasar por una Evaluación deMedio Término (EMT).

1. ANTECEDENTES DEL PROYECTO Y CONTEXTO

El objetivo del proyecto es fortalecer las capacidades sistémicas, financieras e institucionales para la conservación de la biodiversidad y el manejo sustentable de la tierra, mejorando la efec-tividad y sostenibilidad de la gestión de las áreas protegidas (APs), territorios productivos aso- ciados y el bienestar humano.
Para ello se han definido tres componentes interrelacionados, para generar un entorno norma-tivo, financiero e institucional para la conservación de la biodiversidad y la neutralidad en la degradación de tierras, la implementación de medidas en tres áreas piloto (Cuenca del Río SantaLucía, Zona Costera Este, y Serranías del Este y Quebradas del Norte), así como la sistematiza- ción, diseminación de conocimiento y lecciones aprendidas para la replicación en otros paisajes.
Esta estrategia reducirá las amenazas a la biodiversidad, los servicios ecosistémicos y la degra-dación de la tierra, así como generará beneficios ambientales globales, con las siguientes metas cuantitativas: 16.000 hectáreas (ha) de ecosistemas degradados restaurados, 6.000 ha de reser-vas privadas establecidas, 106.000 ha bajo manejo sostenible de la tierra, 62.541 tCO2-eq miti-gadas en 5 años (250.165 tCO2-eq mitigadas en 20 años), 35.000 ha de áreas terrestres prote-gidas creadas, 289.814 ha de áreas protegidas con efectividad de manejo mejorado, y calidad de hábitat mejorado para especies vulnerables y/o en peligro de extinción.
El proyecto tiene una duración de 5 años y una inversión total de US$ 17.639.269, de los cualesUS$ 2.639.269 son aportados por el FMAM.

2. OBJETO DE LA CONSULTORIA

El informe de la EMT evaluará los resultados del proyecto frente a lo que se esperaba lograr, y proveerá recomendaciones y sugerencias para mejorar la sostenibilidad de los beneficios del proyecto. Este informe promueve la rendición de cuentas y la transparencia, y evalúa el alcancede los logros del proyecto.
La EMT se encuentra contemplada tanto en el Plan de Evaluación del PNUD Uruguay como en los planes de evaluación del FMAM.

3. ALCANCE/ ACTIVIDADES DE LA CONSULTORIA

La EMT evaluará el desempeño del proyecto frente a las expectativas establecidas en el Marco lógico/Marco de resultados del proyecto (véase el Anexo A) así como sus resultados de acuerdo con los criterios establecidos en la Guía para las EMT de los proyectos implementados por el PNUD y financiados por el FMAM (http://web.undp.org/evaluation/documents/gui- dance/GEF/mid-term/Guidance_Midterm%20Review%20_SP_2014.pdf).

El contenido del informe de la EMT se proporciona en el Anexo C.
La sección de Resultados del informe de la EMT cubrirá los temas y tareas enumerados a continuación.

i. Estrategia del proyecto

Diseño del proyecto:

- Analizar el problema abordado por el proyecto y las hipótesis aplicadas. Examinar el efecto de cualquier hipótesis incorrecta o de cambios en el contexto sobre el logro de los resultados del proyecto recogidos en el Documento del Proyecto.
- Analizar la relevancia de la estrategia del proyecto y determinar si ésta ofrece el camino más eficaz para alcanzar los resultados deseados/buscados. ¿Se incorporaron adecuadamente al diseño del proyecto las lecciones aprendidas en otros proyectos relevantes?
- Analizar cómo quedan recogidas en el proyecto las prioridades del país. Comprobar la apropiación a nivel nacional del proyecto. ¿Está el proyecto alineado con las prioridades de desarrollo y los planes estratégicos del país?
- Analizar los procesos de toma de decisiones. ¿Se tuvo en cuenta durante los procesos de diseño del proyecto la perspectiva de quienes se verían afectados por las decisiones relacionadas con el proyecto, de quienes podrían influir sobre sus resultados y de quienes podrían aportar información u otros recursos durante los procesos de diseño del proyecto?
- Analizar hasta qué punto se consideraron las cuestiones de género relevantes en el diseño del proyecto. Para un mayor detalle de las directrices seguidas véase *Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el FMAM*.
- Si existen áreas importantes que requieren atención, recomendar aspectos para su mejora.

Marco de resultados/marco lógico:

- Acometer un análisis crítico de los indicadores y metas del marco lógico del proyecto, evaluar hasta qué punto las metas de mitad y final de periodo del proyecto cumplen los criterios "SMART " (abreviatura en inglés de Específicos, Cuantificables, Conseguibles, Relevantes y Sujetos a plazos) y sugerir modificaciones/revisiones específicas de dichas metas e indicadores en la medida que sea necesario.
- ¿Son los objetivos y resultados del proyecto o sus componentes claros, prácticos y factibles de realizar durante el tiempo estipulado para su ejecución?
- Analizar si el progreso hasta el momento ha generado efectos de desarrollo beneficiosos o podría catalizarlos en el futuro (por ejemplo, en términos de generación de ingresos, igualdad de género y empoderamiento de la mujer, mejoras en la gobernabilidad, etc.) y en caso que estén ausentes definir si deberían incluirse en el marco de resultados del proyecto y hacer el seguimiento anual.

- Asegurar un seguimiento efectivo de los aspectos más amplios de desarrollo y de género del proyecto. Desarrollar y recomendar los indicadores de desarrollo SMART, que deberán incluir indicadores desagregados en función del género y otros que capturen los beneficios de desarrollo.

ii. Progreso en el logro de resultados

Análisis del progreso en el logro de resultados:

- Revisar los indicadores del marco lógico y compararlos con el progreso realizado para el logro de las metas establecidas mediante la Matriz de progreso en el logro de resultados y en función de lo establecido en la *Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el FMAM.*
- Reflejar los avances siguiendo el sistema de colores "tipo semáforo" basado en el nivel de progreso alcanzado.
- Asignar una valoración del progreso obtenido a cada resultado.
- Efectuar recomendaciones en aquellas metas marcadas como: "No lleva camino de lograrse" (rojo).

Tabla. Matriz de progreso en el logro de resultados
(resultados obtenidos en comparación con las metas para el final del proyecto)

Estrategia del proyecto	Indicador[1]	Nivel inicial de referencia [2]	Nivel en el 1er PIR (autoreportado)	Meta a Mitad de Período[3]	Meta a Final de Proyecto	Nivel y evaluación a Mitad de Periodo[4]	Valoración de los logros conseguidos[5]	Justificación de la valoración
Objetivo:	Indicador (si es aplicable):							
Resultado 1:	Indicador 1:							
	Indicador 2:							
Resultado 2:	Indicador 3:							
	Indicador 4:							
	Etc.							
Etc.								

Código para la Evaluación de los Indicadores

Verde= Logrado	Amarillo= En camino de lograrse	Rojo= No lleva camino de lograrse

Además del análisis de progreso en el logro de los resultados:

- Comparar y analizar la Herramienta de Seguimiento del FMAM al nivel inicial de referencia con la completada inmediatamente antes del Examen de Mitad de Periodo.
- Identificar las restantes barreras al logro de los objetivos del proyecto en lo que resta hasta su finalización.
- Una vez examinados los aspectos del proyecto que han tenido éxito, identificar fórmulas para que el proyecto pueda ampliar los beneficios conseguidos.

[1]Completar con datos del marco lógico y los cuadros de mando
[2] Completar con datos del Documento del Proyecto
[3] Si está disponible
[4] Colorear sólo esta columna
[5] Usar la escala de valoración del progreso en el logro de resultados con sus 6 puntos: AS, S, MS, MI, I, AI

iii. Ejecución del proyecto y gestión adaptativa

Mecanismos de gestión:

- Analizar la eficacia general en la gestión del proyecto tal y como se recoge en el Documento del Proyecto. ¿Se han realizado cambios?; ¿Son efectivos?; ¿Están claras las responsabilidades y la cadena de mando?; ¿Se toman las decisiones de forma transparente y en el momento adecuado? Recomendar posibles mejoras.
- Analizar la calidad de la ejecución por parte del Organismo ejecutor/Socio(s) en la Ejecución y recomendar posibles mejoras.
- Analizar la calidad del apoyo proporcionado por el Organismo Asociado del FMAM (PNUD) y recomendar posibles mejoras.

Planificación del trabajo:

- Analizar cualquier demora en la puesta en marcha e implementación del proyecto, identificar sus causas y examinar si ya se han resuelto.
- ¿Están los procesos de planificación del trabajo basados en los resultados? Si no es así, ¿se pueden sugerir maneras de reorientar la planificación del trabajo para enfocarse en los resultados?
- Examinar el uso del marco de resultados/marco lógico del proyecto como herramienta de gestión y revisar cualquier cambio producido desde el inicio del proyecto.

Financiación y cofinanciación:

- Evaluar la gestión financiera del proyecto, con especial referencia a la rentabilidad de las intervenciones.
- Analizar los cambios producidos en las asignaciones de fondos como resultado de revisiones presupuestarias y determinar si dichas revisiones han sido apropiadas y relevantes.
- ¿Cuenta el proyecto con controles financieros adecuados, incluyendo una apropiada información y planificación, que permitan a la Dirección tomar decisiones informadas relativas al presupuesto y que faciliten un flujo de fondos en tiempo y plazos adecuados?
- A partir de la información contenida en la tabla de seguimiento de la cofinanciación que hay que completar, ofrecer comentarios sobre el cofinanciamiento. ¿Se utiliza la cofinanciación estratégicamente para ayudar a los objetivos del proyecto?; ¿Se reúne el Equipo del Proyecto regularmente con todos los socios en la cofinanciación a fin de alinear las prioridades financieras y los planes de trabajo anuales?

Sistemas de seguimiento y evaluación a nivel de proyecto:

- Analizar las herramientas de seguimiento usadas actualmente. ¿Ofrecen la información necesaria?; ¿Involucran a socios clave?; ¿Están alineadas con los sistemas nacionales o incorporadas a ellos?; ¿Usan la información existente?; ¿Son eficientes?; ¿Son rentables?; ¿Se requieren herramientas adicionales?; ¿Cómo pueden hacerse más participativas e inclusivas?
- Analizar la gestión financiera del presupuesto para el seguimiento y evaluación del proyecto. ¿Se asignan recursos suficientes para el seguimiento y evaluación?; ¿Se usan estos recursoscon eficacia?

Implicación de las partes interesadas:

- Gestión del proyecto. ¿Ha desarrollado y forjado el proyecto las alianzas adecuadas, tanto con las partes interesadas directas como con otros agentes?
- Participación y procesos impulsados desde el país. ¿Apoyan los gobiernos locales y el gobierno nacional los objetivos del proyecto?; ¿Siguen teniendo un papel activo en la toma de decisiones del proyecto que contribuya a una ejecución eficiente y efectiva del mismo?
- Participación y sensibilización pública. ¿Hasta qué punto ha contribuido la participación y la sensibilización pública en el progreso realizado hacia el logro de los objetivos del proyecto?

Información:

- Analizar los mecanismos empleados por la Dirección del proyecto para informar de los cambios en la gestión adaptativa y comunicarlos a la Junta del Proyecto.
- Evaluar hasta qué punto el Equipo del Proyecto y sus socios llevan a cabo y cumplen con todos los requisitos de información del FMAM (por ejemplo: ¿qué medidas se han tomado para abordar los Project Implementation Report (PIR, por sus siglas en inglés) con valoraciones bajas, cuando sea aplicable?)
- Evaluar cómo se han documentado y compartido las lecciones derivadas del proceso de gestión adaptativa con los socios clave y cómo han sido internalizadas por éstos.

Comunicación:

- Examinar la comunicación interna del proyecto con las partes interesadas. ¿Existe una comunicación regular y efectiva?; ¿Hay partes interesadas importantes que se quedan fuera de los canales de comunicación?; ¿Existen mecanismos de retroalimentación cuando se recibe la comunicación?; ¿Contribuye la comunicación con las partes interesadas a que estas últimas tengan una mayor concienciación respecto a los resultados y actividades del proyecto, y a un mayor compromiso en la sostenibilidad a largo plazo de los resultados del mismo?
- Examinar la comunicación externa del proyecto. ¿Se han establecido canales de comunicación adecuados –o se están estableciendo– para expresar el progreso del proyecto y el impacto público deseado? (por ejemplo: ¿hay presencia en la web?); ¿Llevó a cabo el proyecto campañas de comunicación y sensibilización pública adecuadas?).
- A efectos informativos, redactar un párrafo de media página que resuma el progreso del proyecto hacia los resultados en términos de su contribución a la generación de beneficios relacionados con el desarrollo sostenible y el medio ambiente global.

iv. Sostenibilidad

- Validar si los riesgos identificados en el Documento del Proyecto, el PIR y el Módulo de Gestión de Riesgos, son los más importantes y si las valoraciones de riesgo aplicadas son adecuadas y están actualizadas. En caso contrario, explicar por qué.

Riesgos financieros para la sostenibilidad:

- ¿Cuál es la probabilidad de que se reduzca o cese la disponibilidad de recursos económicos una vez concluya la ayuda del FMAM (teniendo en cuenta que los recursos potenciales pueden provenir de múltiples fuentes, como los sectores público y privado, acti-

vidades generadoras de ingresos y otros recursos que serán adecuados para sostener los resultados del proyecto)?

Riesgos sociales y políticos para la sostenibilidad:

- ¿Existen riesgos sociales o políticos que puedan poner en peligro la sostenibilidad de los resultados del proyecto?; ¿Cuál es el riesgo de que el nivel de apropiación y participación de las partes interesadas (incluyendo los gobiernos y otras partes interesadas) sea insuficiente para sostener los resultados/beneficios del proyecto?; ¿Son conscientes las instituciones clave de la importancia de que los beneficios del proyecto se sostengan?; ¿Tienen el público y/o las partes interesadas un nivel de concienciación suficiente para apoyar los objetivos a largo plazo del proyecto?; ¿Documenta el Equipo del Proyecto laslecciones aprendidas de manera continua?; ¿Se comparten/transfieren a los agentes adecuados que estén en posición de aplicarlas y, potencialmente, reproducirlas y/o ex-pandirlas en el futuro?

Riesgos para la sostenibilidad relacionados con el marco institucional y la gobernabilidad:

- ¿Presentan los marcos legales, las políticas, las estructuras y los procesos de gobernabilidad riesgos que puedan poner en peligro la continuidad de los beneficios del proyecto? Al evaluar este parámetro, es preciso tener en cuenta también si están instalados los sistemas/mecanismos requeridos para la rendición de cuentas, la transparencia y los conocimientos técnicos.

Riesgos ambientales a la sostenibilidad:

- ¿Hay algún riesgo ambiental que pueda poner en peligro la continuidad de los resultados del proyecto?

Conclusiones y Recomendaciones

El/la consultor/a de la EMT incluirá una sección en el informe donde se recojan las conclusiones obtenidas a partir de todos los datos recabados y pruebas realizadas[6].
Las recomendaciones deberán ser sugerencias sucintas para intervenciones críticas que deberánser específicas, cuantificables, viables y relevantes. Se deberá incluir una tabla de recomenda- ciones dentro del resumen ejecutivo del informe. Para más información sobre la tabla de recomendaciones, véase la *Guía para la Realización del Examen de Mitad de Periodo en Proyectos Apoyados por el PNUD y Financiados por el FMAM*.
Las recomendaciones del consultor de la EMT deberán limitarse a 15 como máximo.

Valoración

El/la consultor/a de la EMT incluirá sus valoraciones sobre los resultados del proyecto y breves descripciones de los logros obtenidos en una tabla resumen de valoraciones y logros, en el resumen ejecutivo del informe de la EMT. Véase el Anexo F para comprobar las escalas de valoración. No es necesario hacer una valoración de la Estrategia del Proyecto ni una valoración gene-ral del mismo.

[6] Otra posibilidad es integrar las conclusiones de la EMT en el cuerpo del informe.

Tabla. Resumen de valoraciones y logros de la EMT(Nombre del proyecto)

Parámetro	Valoración MTR	Descripción del logro
Estrategia del proyecto	N/A	
Progreso en el logro de resultados	Valoración del grado de logro del objetivo. Valoración del logro: (Calificar según escala de 6 pt.)	
	Valoración del grado de logro del resultado 1: (Calificar según escala de 6 pt.)	
	Valoración del grado de logro del resultado 2: (Calificar según escala de 6 pt.)	
	Valoración del grado de logro del resultado 3: (Calificar según escala de 6 pt.)	
	Etc.	
Ejecución del proyecto y gestión adaptativa	(Calificar según escala de 6 pt.)	
Sostenibilidad	(Calificar según escala de 4 pt.)	

4. CRONOGRAMA ACTIVIDADES

La duración total de la EMT será de aproximadamente 26 jornadas de trabajo durante un pe- ríodo de 60 días. Se estima comenzar la consultoría la primera semana de agosto. El cronogramatentativo es el siguiente:

Cronograma	Actividad
A los 15 días de la fecha de inicio del contrato	Presentación del Informe inicial de la EMT
A los 28 días de la fecha de inicio del contrato	Finalización y validación del Informe inicial de la EMT
A los 35 días de la fecha de inicio del contrato	Misión de la EMT: entrevistas presenciales y virtuales con las contra- partes, el Ministerio de Ambiente, la Asesora Técnico Regional de PNUD, con el Oficial de Programa de PNUD Uruguay, visitas de campo, etc. Se estima la duración de la Misión entre 7 y 10 días.
A los 39 días de la fecha de inicio del contrato	Reunión de cierre de la misión y presentación de las primeras conclu- siones
A los 43 días de la fecha de inicio del contrato	Socialización del borrador del Informe de la EMT para recabar comen- tarios
A los 50 días de la fecha de inicio del contrato	Incorporación de comentarios al borrador del Informe de la EMT, con registro de auditoría y finalización del Informe de Evaluación
A los 57 días de la fecha de inicio del contrato	Taller virtual final con las contrapartes (opcional)
A los 60 días de la fecha de inicio del contrato	Fecha esperada para la versión final de la EMT completa

Cabe destacar que las actividades presentadas anteriormente corresponden a un cronograma en el caso que pudieran realizarse visitas de campo. En caso de no poder realizar la misión por razones de fuerza mayor (ej. pandemias, desastres naturales, etc.) las entrevistas deberán rea- lizarse de forma remota. En este caso, se tendrán en consideración posibles retrasos, conformelo consideren válidos la coordinación del proyecto, el oficial del programa de PNUD y la AsesoraTécnico Regional de PNUD.

5. CRONOGRAMA DE ENTREGABLES

#	Producto	Descripción	Plazo	Responsabilidades
1	Informe inicial de la EMT	El/la consultor/a clarifica objetivos, la metodología y la duración de la EMT	A los 15 días de la fecha de inicio del contrato	El/la consultor/a envía el Informe inicial a la unidad adjudicadora (PNUD Uruguay) y a la gerencia del proyecto
2	Presentación	Hallazgos iniciales	Fin de la ronda de entrevistas	El/la consultor/a presenta a la unidad adjudicadora y a la gerencia del proyecto
3	Borrador del Informe final de la EMT	Borrador final del Informe con anexos (utilizando las directrices sobre el contenido del informe en los TdR del Anexo C)	A los 43 días de la fecha de inicio del contrato.	El/la consultor/a envía a la unidad adjudicadora, es revisado por la Ase- sora Técnico Regional de PNUD, la Coordinación del Proyecto, FMAM, Ofi-cial de Programa de PNUD Uruguay
4	Informe* final de la EMT + Registrosde Auditoría	Informe final revisado y registros de auditoría de la EMT en el que se detalla cómo se han abordado todos los comentarios (Ver modelo en el Anexo H)	A los 60 días de la fecha de inicio del contrato.	El/la consultor/a envía ambos documentos a la unidad adjudicadora

*Todos los informes finales de la EMT pasarán por una evaluación de calidad por la Oficina de Evaluación Independiente (OEI) del PNUD. Los detalles de la evaluación de calidad de la OEI de evaluaciones descentralizadas se pueden encontrar en la Sección 6 de las Directrices de evaluación del PNUD.[7]

6. CALENDARIO DE PAGOS

El monto del contrato contempla los honorarios, gastos, estadía, tributos correspondientes,que se requieran para las actividades previstas. Los pagos se harán efectivos en dólares de los EEUU, según el siguiente cronograma:

- Pago del 20% tras la entrega satisfactoria del Informe de inicio de la EMT (producto 1) y la aprobación de la unidad adjudicadora. Estimado a los 15 días de la fecha de inicio del contrato.
- Pago del 30% tras la entrega satisfactoria del borrador del informe de la EMT (producto 3) y la aprobación de la unidad adjudicadora. Estimado a los 43 días de la fecha de inicio del contrato.
- Pago del 50% tras la entrega satisfactoria del informe final de la EMT (producto 4) y la aprobación de la unidad adjudicadora y de la Asesora Técnico Regional de PNUD (a través de las firmas del Formulario de autorización de informe de la EMT) y la entrega del registro de auditoría de la EMT completo. Estimado a los 60 días de la fecha de inicio del contrato.

[7] Access at: http://web.undp.org/evaluation/guideline/section-6.shtml

Criterios para la emisión del pago final del 50%[8]:

- El informe final de la EMT incluye todos los requisitos descritos en los TdR de la EMT y está de acuerdo con la guía de la EMT.
- El registro de auditoría incluye respuestas y justificación para cada comentario enumerado.

De acuerdo con las reglamentaciones financieras del PNUD, cuando la Oficina País y/o el/la consultor/ra determinaran que un producto o servicio no podrá completarse satisfactoriamente debido a razones de fuerza mayor, ese producto o servicio no será abonado.

Debido a razones de fuerza mayor y sus implicaciones, se podría considerar un pago parcial si el consultor invirtió tiempo en la entrega, pero no pudo completar un/os producto/s debido a circunstancias que estén fuera del control del consultor.

Los pagos se realizarán únicamente contra presentación de factura emitida a nombre de: PNUD Uruguay – Proyecto PIMS - 6252 URU/21/G31 por transferencia bancaria a la cuenta del Contratista Individual

PERFIL PROFESIONAL REQUERIDO PARA ESTA CONSULTORÍA

El/la consultor/a de la EMT deberá cumplir con las siguientes calificaciones:

- Profesional universitario, en temas relacionados con las Ciencias Ambientales u otro campo estrechamente relacionado con los temas del proyecto.
- Experiencia en la evaluación y monitoreo de programas/proyectos vinculados a temas ambientales, biodiversidad, producción sostenible, recursos naturales, género u otras áreas relacionadas con los temas del proyecto.
- Experiencia de trabajo con agencias de las Naciones Unidas o con proyectos GEF.
- Experiencia de trabajo en América Latina y el Caribe.
- Excelentes capacidades de comunicación; dominio absoluto del idioma inglés y español, oral y escrito.

7. EVALUACION Y CALIFICACION

Las ofertas se evaluarán conforme al método de Puntuación Combinada según el cual la evaluación técnica tendrá un peso del 70%, mientras que la propuesta económica representa el 30% de la valoración. El postulante que reciba la Puntuación Combinada más alta, en aceptación de los Términos y Condiciones Generales del PNUD será el que reciba el contrato.

[8] La Unidad Adjudicadora está obligada a emitir pagos al/a la consultor/a de la EMT tan pronto como se cumplan los términos de los TdR. Si hay una discusión en curso sobre la calidad e integridad de los resultados finales que no se pueden resolver entre la Unidad de Comisionamiento y el/la consultor/a de la EMT, se consultará al Asesor Regionalde M&E y a la Dirección del Fondo Vertical. Si es necesario, se notificará también a la alta gerencia de la Unidad de Comisionamiento, a la Unidad de Servicios de Adquisiciones y a la Oficina de Soporte Legal para que se pueda tomaruna decisión sobre si se debe retener o no el pago de cualquier monto que pueda deberse al evaluador, suspender orescindir el contrato y/o eliminar al contratista individual de las listas aplicables. Consulte la Política de contrato indi- vidual del PNUD para obtener más detalles:

https://view.officeapps.live.com/op/embed.aspx?src=https://popp.undp.org/sites/g/files/zskgke421/files/2023-11/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx

Evaluación Técnica (Máximo 100 puntos)

CRITERIO		PUNTAJE
1	**Requisito excluyente: Profesional universitario**	**CUMPLE/NO CUMPLE**
2.	**Formación** Profesional universitario, en temas relacionados con las Ciencias Ambientales u otro campo estrechamente relacionado con los temas del proyecto**: 14 puntos** Egresado universitario en otras áreas: **4 puntos**	**Max. 14**
3.	**Experiencia e idiomas** Experiencia en la evaluación y monitoreo de programas/proyectos vinculados a temas ambientales, biodiversidad, producción sostenible, recursos naturales, género u otras áreas relacionadas con los temas del proyecto en los últimos 10 años: No tiene: **0 puntos** Entre 1 y 4 proyectos: **9** Entre 5 y 10 proyectos: **12** Más de 10 proyectos: **14** Experiencia de trabajo con agencias de las Naciones Unidas o con proyectos GEF en los últimos 10 años: No tiene: **0 puntos** Menos de 3 proyectos: **9** De 3 a 5 proyectos: **12** Más de 5 proyectos: **14** Experiencia de trabajo en América Latina y el Caribe en los últimos 5 años: No tiene: **0 puntos** Al menos 1**: 4 puntos** A efectos de demostrar la experiencia, se deberán presentar antecedentes de trabajo, indicando proyectos en los que participó (objetivos, período y productos), y cuál fue su contribución. Dominio absoluto del idioma inglés y español, oral y escrito: No tiene: **0 puntos** Dominio absoluto: **3**	**Max. 35**
3.	**Entrevista***	**Max. 21**
TOTAL		**70**

*Sólo pasarán a Entrevista un máximo de 3 consultores/as que alcancen un mínimo de 31 puntosal valorarse los Criterios 2 y 3.
Sólo se considerará la propuesta económica de los consultores que alcancen un mínimo de 49 puntos en el total de la evaluación técnica (criterios 2 y 3 + entrevista)

Evaluación de la propuesta económica (Máximo 30 puntos)

El máximo número de puntos (30) se otorgará a la oferta más baja. Todas las otras propuestas consideradas recibirán puntos en proporción inversa, según la siguiente fórmula:

P = 30 (x/y)
Donde:
P = puntos de la propuesta económica evaluadax
= Monto de la oferta más baja
y = Monto de la oferta evaluada

8. PREPARACIÓN DE LA EMT

La responsabilidad principal de administrar la EMT reside en la Oficina de País de PNUD en Uruguay. El equipo del proyecto será responsable de establecer contactos con el equipo de la EMT para proporcionar todos los documentos relevantes, establecer entrevistas con las partes interesadas y organizar visitas de campo.

9. ENFOQUE Y METODOLOGÍA DE LA EMT

El informe de la EMT deberá proporcionar información basada en evidencia que sea creíble, confiable y útil. El/la evaluador/a revisará todas las fuentes de información relevantes, incluidoslos documentos preparados durante la fase de preparación, por ejemplo: PIF, Plan de Iniciacióndel PNUD, Procedimientos de Evaluación Social y Ambiental del PNUD (SESP), el Documento del Proyecto, informes anuales del proyecto incluyendo los PIRs (Project Implementación Report), revisiones presupuestarias del proyecto, informes de lecciones aprendidas, documentos legalesy estratégicos nacionales, y cualquier otro material que el equipo del proyecto considere útil para esta evaluación basada en evidencia. El/la consultor/a revisará la línea de base y los indica-dores principales/herramientas de seguimiento del área focal del FMAM remitidos al FMAM en las etapas de aprobación del CEO.

Se espera que el/la evaluador/a tenga un enfoque participativo y consultivo que garantice una estrecha colaboración con el equipo del proyecto, las contrapartes gubernamentales (el punto focal operativo del FMAM), los socios implementadores, la oficina país del PNUD, la asesora técnico regional del PNUD, los beneficiarios directos y otras partes interesadas.

La participación de las partes interesadas es vital para una EMT exitosa, por lo cual se debe coordinar entrevistas con actores que tienen responsabilidades en el proyecto, que incluyen, entre otras, representantes del Ministerio de Ambiente, representantes de gobiernos locales, beneficiarios y distintos stakeholders vinculados al proyecto.

Se deberá evaluar la necesidad de realizar visitas de campo, salvaguardando la seguridad de el/la evaluador/a y de las partes interesadas. Si fuera posible, se espera que se lleve a cabo visitasde campo a los sitios específicos de intervención identificados en el documento de proyecto. Enel caso de que no se den las condiciones adecuadas, se deberá buscar las mejores alternativas para recolectar toda la información necesaria para llevar a cabo la EMT con éxito, a lo cual el equipo del proyecto proveerá la lista de contactos detallada (teléfonos y direcciones de correo electrónico).
El diseño y la metodología específicos para la EMT deben surgir de las consultas entre el/la consultor/a y las partes antes mencionadas sobre lo que es apropiado y factible para cumplir con el propósito y los objetivos de la EMT, así como responder a las preguntas de evaluación, dadas las limitaciones de presupuesto, tiempo y datos. El/la evaluador/a debe utilizar metodologías y herramientas con perspectiva de género y garantizar que la igualdad de género y el empoderamiento de las mujeres, así como otros temas transversales y consideraciones relativas a los Objetivos de Desarrollo Sostenible (ODS) se incorporen al informe de la EMT.

El enfoque metodológico final, que incluye el cronograma de entrevistas, las visitas de campo y los datos que se utilizarán en la evaluación, se debe describir claramente en el Informe de iniciode la EMT. Este se debe debatir y acordar entre el PNUD, las partes interesadas y el/la evalua- dor/a.

El informe final debe describir el enfoque completo de la EMT y la justificación del enfoque, haciendo explícitos los supuestos, desafíos, fortalezas y debilidades subyacentes sobre los métodos y el enfoque de la evaluación.

10. COMPORTAMIENTO ÉTICO DE EL/LA EVALUADOR/A

El/la evaluador/a de la EMT estará sujeto a los más altos estándares éticos y debe firmar un código de conducta al aceptar la asignación. Esta evaluación se llevará a cabo en conformidad con los principios descritos en las Directrices éticas para la evaluación de UNEG (Anexo E). El/la evaluador/a debe salvaguardar los derechos y la confidencialidad de los proveedores de información, los entrevistados y las partes interesadas a través de medidas para garantizar el cumplimiento de los códigos legales y otros códigos relevantes que rigen la recopilación de datos y la presentación de informes. El/la evaluador/a también debe garantizar la seguridad de la información recopilada antes y después de la evaluación y los protocolos para garantizar el anoni- mato y la confidencialidad de las fuentes de información donde se espera. El conocimiento de la información y los datos recopilados en el proceso de evaluación también deben usarse únicamente para la evaluación y no para otros usos sin la autorización expresa del PNUD y sus socios.

ANEXOS DE LOS TÉRMINOS DE REFERENCIA

- Anexo A. Lógica del Proyecto/Marco de Resultados
- Anexo B. Paquete de informaciones del proyecto a ser revisados por el/la consultor/a
- Anexo C. Contenido del Informe de la EMT
- Anexo D. Modelo de matriz de criterios de evaluación
- Anexo E. Código UNEG de conducta para evaluadores
- Anexo F. Escalas de calificación para la EMT
- Anexo G. Formulario de autorización del Informe de la EMT
- Anexo H. Registro de auditor de la EM

6.2 Annex 2: Logical Framework

This project will contribute to the following Sustainable Development Goal (s): 5 (gender equality), 6 (clean water and sanitation), 12 (responsible production and consumption), 15 (life on land), and 17 (partnerships for the goals).				
This project will contribute to the following country outcome (UNDAF/CPD): 1.2: The country has strengthened its capacities and institutional framework to ensure the preservation of the natural resources including water, ecosystem services, pollution prevention and generation and sustainable use of energy, promoting local development and creation of livelihood				
	Objective and Outcome Indicators (no more than a total of 21 indicators)	**Baseline**	**Mid-term Target**	**End of Project Target**
Project Objective: To strengthen the systemic, financial and institutional capacity for biodiversity conservation and sustainable land management, enhancing the effectiveness and sustainability of protected area management, stewardship of private lands and human well-being.	**Mandatory** Indicator 1: # of direct and indirect project beneficiaries disaggregated by gender (individual people)	– *Direct: 0* – *Indirect: 159,500 (50% women; 50% men)*	– *Direct: 1,170 (50% women; 50% men)* – *Indirect: 160,000 (50% women; 50% men)*	– *Direct: 2,340 (50% women; 50% men)* – *Indirect: 161,500 (50% women; 50% men)*
	Mandatory Indicator 2 (GEF Core Indicator 1 and 2): Area of terrestrial and marine protected areas created or under improved management for conservation and sustainable use (ha)	– *Terrestrial: 0* – *Marine: 0*	– *Terrestrial: 199,495 (5,000 ha of new terrestrial PAs; 194,495 ha of PAs under improved management for conservation and sustainable use)* – *Marine: 95,319 ha (area under improved management for conservation and sustainable use)*	– *Terrestrial: 229,495 ha (35,000 ha of new terrestrial PAs; 194,495 ha of PAs under improved management for conservation and sustainable use)* – *Marine: 95,319 ha (area under improved management for conservation and sustainable use)*
	Mandatory Indicator 3 (GEF Core Indicator 3): Area of land restored (ha)	– *0*	– *8,000 ha (2,500 ha of degraded agricultural land; 1,000 ha of forest and forest land; 4,000 ha of natural grass and shrublands; 500 ha of wetlands)*	– *16,000 ha (5,000 ha of degraded agricultural land; 2,000 ha of forest and forest land; 8,000 ha of natural grass and shrublands; 1,000 ha of wetlands)*
	Mandatory Indicator 4 (GEF Core Indicator 4): Area of landscapes under improved practices (ha)	– *0*	– *53,000 ha (3,000 ha that meet national or international third-party certification that incorporates biodiversity consideration; 50,000 ha under sustainable land management in production systems)*	– *106.000 ha (6,000 ha that meet national or international third-party certification that incorporates biodiversity consideration; 100,000 ha under sustainable land management in production systems)*

	Mandatory Indicator 5 (GEF Core Indicator 6): Greenhouse Gas Emissions Mitigated (metric tons of CO2e)	– *0*	– *24,000* metric tons of CO2e	– *62,541* metric tons of CO2e
Project component 1	***Enabling legal, financial, and institutional environment for biodiversity conservation and Land Degradation Neutrality (LDN)***			
Project Outcome 1.1 Governance framework and financial structure strengthened for biodiversity conservation, the effective management of protected areas (PAs) and the provision of ecosystem services	Indicator 6: Number of updated or drafted laws and policies to enhance the effective management of PAs) and the provision of ecosystem services	– *0*	– *At least two (2)* *(1. Departmental-level regulation drafted for partial or total exemption of territorial taxes; 2. Regulation drafted to simplify procedures and reduction of national and departmental taxes)*	– *At least five (5)* *(1. Biodiversity Law drafted; 2. Decree No. 150/007 [Articles 67 to 70] updated: exemptions refunds on corporate income tax; 3. Departmental-level regulation drafted for partial or total exemption of territorial taxes; 4. Regulation drafted to simplify procedures and reduction of national and departmental taxes; 5. Decree No. N° 150/007 [Article 116] updated: removal of potentially negative incentives for the environment/ e.g., phosphate fertilizers)*
	Indicator 7: Capacity of public institutions civil society organizations (CSOs), and the private sector to mitigate threats to biodiversity and to reduce land degradation in PAs and production lands (as measured with revised UNDP capacity scorecard)	*Public Institutions* – *Ministry of Housing, Territorial Planning and the Environment (MVOTMA): 56%* – *Ministry of Livestock, Agriculture and Fisheries (MGAP): 53%* – *Ministry of Tourism (MINTUR): 33%* – *Local Governments: 49%* *CSOs: 51%*	*Public Institutions* – *MVOTMA: 61%* – *MGAP: 58%* – *MINTUR: 36%* – *Local Governments: 52%* *CSOs: 54%*	*Public Institutions* – *MVOTMA: 71%* – *MGAP: 63%* – *MINTUR: 38%* – *Local Governments: 64%* CSOs: *61%*
	Indicator 8: Financial gap to cover the basic management costs of the National System of Protected	– *37%*	– *31%*	– *25%*

	Areas (SNAP) based on the financial sustainability CSOrecard			
	Indicator 9: Financial resources (public and private) available for investment in biodiversity conservation and sustainable land management outside PAs for three pilot areas: Santa Lucía River Watershed, Eastern Coastal Zone, and Serranías del Este and Quebradas del Norte	– *US$ 6,155,000*	– *US$ 7,360,000*	– *US$ 8,770,000*
Outputs to achieve Outcome 1.1	*1.1.1 Regulatory and policy framework strengthened through approval of legislation (e.g., laws, regulations, decrees, ministerial resolutions, Strategic Plan for the SNAP 2021-2025) for: a) protection of vulnerable ecosystems within and outside PAs (forests, natural grasslands, wetlands, dunes, coastal lagoons, scrublands and psamophile forest, palm groves); b) financial sustainability of the SNAP; c) use of financial mechanisms for biodiversity and ecosystem service conservation in production lands; and d) SNAP effectiveness.* *1.1.2 Public and private institutional capacities enhanced with a gender focus to: a) incorporate biodiversity and ecosystem service conservation into land use planning and strategic environmental assessments; b) implement actions for conservation, restoration, monitoring and control on the ground; and c) put in place political and technical agreements for restructuring MVOTMA to facilitate biodiversity and ecosystem service conservation and administration of the SNAP.* *1.1.3 Specific priority actions for achieving LDN goals agreed based on validation of baselines for LDN over 250,000 hectares (in the pilot sites) and definition and agreement on priority actions with key agencies.* *1.1.4 Financial mechanisms established and operational with necessary institutional capacity and processes in place for the financial sustainability of policies for biodiversity and ecosystem services conservation within and outside of PAs.* *1.1.5 Information management system operating to generate, systematize and manage information and data on the status of vulnerable ecosystems, biodiversity, and ecosystem services and their associated socio-economic benefits, as a support to institutional decision making.*			
Project component 2	***Implementation of biodiversity and land conservation measures in pilot areas***			
Outcome 2.1 Management of 266,000 ha improved in the three pilot areas (Santa Lucía River Watershed, Eastern Coastal Zone, and Serranías del Este and Quebradas del Norte) to maintain ecological integrity	Indicator 10: Area (ha) under sustainable agricultural production (e.g., sustainable cattle ranching, agroecological production, annual crops under SLM) inside and outside PAs	– *0*	– *86,500 ha (80,000 of grasslands under sustainable cattle ranching; 6,000 of sustainably produced annual crops; 500 of sustainably produced fruit and vegetable mixed crops)*	– *244,000 ha (224,750 of grasslands under sustainable cattle ranching; 18,000 of sustainably produced annual crops; 1,250 of sustainably produced fruit and vegetable mixed crops)*
	Indicator 11: Number of mechanisms for environmental mitigation and/or compensation that favor	– *0*	– *0*	– *At least one (1) (Environmental mitigation and/or compensation*

	the conservation of biodiversity and ecosystem services.			*associated with the EIA of the reservoir in the Arroyo Casupá watershed/Santa Lucia River Watershed)*
	Indicator 12: Area (ha) of new private conservation reserves that contribute to fill the gaps in conservation and improve ecosystem connectivity.	– *0*	– *2,000 ha*	– *6,000 ha*
Outputs to achieve Outcome 2.1	*2.1.1. Economic and non-economic incentives, including low-value grants, are adopted to promote private conservation initiatives, restoration of ecosystems and degraded lands, sustainable agriculture, and sustainable provision of ecosystem services, while promoting gender equality.* *2.1.2. Mechanisms for environmental mitigation and/or compensation are used to achieve zero net loss and positive net impact from development projects and production activities in the pilot areas.* *2.1.3. Biodiversity and ecosystem service conservation strategy is implemented in production lands and in private lands outside and within PAs and includes: a) Priority actions for ecosystem protection and restoration of the Santa Lucía River Watershed Action Plan for the Protection of Water Quality; b) Measures for the protection of vulnerable ecosystems in areas of tourism, urban, and agricultural development in the Eastern Coastal Zone; c) Agreements with private landowners outside and within PAs for the conservation and restoration of vulnerable ecosystems and sustainable land use include mechanisms for generating income from tourism, including accredited certification; d) Program for the restoration of ecosystems and degraded lands implemented contributes to improving connectivity in 6 PAs following an ecological connectivity assessment; e) Private reserves (6,000 ha) declared in line with Law 17.234 (Art. 4).*			
Outcome 2.2 Increased management effectiveness of PAs	Indicator 13: Habitat quality index for vulnerable and / or endangered species within PAs	– Habitat quality for the Olrog's gull (*Larus atlanticus)* (area of brackish wetlands/crab congregations): TBD – Condition of grasslands (bird diversity): TBD – Condition of freshwater wetlands (bird diversity): TBD – Condition of psamophil forest and scrub (woody plant species diversity): TBD – Condition of streams/rivers (family level macro-invertebrates biological index): TBD	– Habitat quality for the Olrog's gull (*Larus atlanticus)* (area of brackish wetlands/crab congregations): Good – Condition of grasslands (bird diversity): Good – Condition of freshwater wetlands (bird diversity): Good – Condition of psamophil forest and scrub (woody plant species diversity): Good – Condition of streams/rivers (family level macro-invertebrates biological index): Good	– Habitat quality for the Olrog's gull (*Larus atlanticus)* (area of brackish wetlands/crab congregations): Very good – Condition of grasslands (bird diversity): Very good – Condition of freshwater wetlands (bird diversity): Very good – Condition of psamophil forest and scrub (woody plant species diversity): Very good – Condition of streams/rivers (family level macro-invertebrates biological index): Very good

		(Baseline to be determined during the first year of project implementation)		
	Indicator 14: Change in the management effectiveness (as measured through the METT) of 10 PAs (terrestrial PAs: 194,495 ha; marine PAs: 95,319 ha)	– *Santa Lucía Wetlands: 42* – *Laguna Garzón: 30* – *Laguna de Rocha: 57* – *Cabo Polonio: 73* – *Laguna de Castillos: 33* – *Laguna Negra: 55* – *Cerro Verde: 45* – *Quebrada de los Cuervos: 55* – *Valle del Lunarejo: 52* – *Paso Centurión: 22*	– *Santa Lucía Wetlands: 47* – *Laguna Garzón: 37* – *Laguna de Rocha: 57* – *Cabo Polonio: 73* – *Laguna de Castillos: 39* – *Laguna Negra: 56* – *Cerro Verde: 49* – *Quebrada de los Cuervos: 55* – *Valle del Lunarejo: 54* – *Paso Centurión: 28*	– *Santa Lucía Wetlands: 52* – *Laguna Garzón: 50* – *Laguna de Rocha: 63* – *Cabo Polonio: 75* – *Laguna de Castillos: 44* – *Laguna Negra: 59* – *Cerro Verde: 57* – *Quebrada de los Cuervos: 61* – *Valle del Lunarejo: 56* – *Paso Centurión: 38*
	Indicator 15: Area (ha) of new PAs and the expansion of existing PAs incorporated into the SNAP by project end	– *0*	– *10,000 ha*	– *35,000 ha*
	Indicator 16: Change in the representativeness of key ecosystems in the SNAP as a result of the incorporation of 2 new PAs and the expansion of 2 existing PAs.	– *Palm communities/Butia sp.: 0 ha* – *Natural grasslands: 119,213 ha* – *Wetlands and peatlands: 24,717 ha*	– *Palm communities /Butia sp.: 2,000 ha* – *Natural grasslands: 123,213 ha* – *Wetlands and peatlands: 26,717 ha*	– *Palm communities /Butia sp.: 4,000 ha* – *Natural grasslands: 127,213 ha* – *Wetlands and peatlands: 29,717 ha*
Outputs to achieve Outcome 2.2	*2.2.1. Improved use of existing financial mechanisms in 5 PAs, generating income through public use, tourism, etc.* *2.2.2. Progress in the consolidation of the SNAP is achieved and its management effectiveness is enhanced through: a) 2 new PAs included in SNAP and 2 PAs expanded; b) 4 PA management plans updated and/or approved through a participatory process and with a gender focus, including strategies to face climate change, the development of infrastructure and equipment to support public use and tourism; and c) Monitoring plan for assessing the effectiveness of 6 PAs implemented, including the conservation status of vulnerable species and ecosystems.*			
Project component 3	***Knowledge Management, Monitoring and Evaluation (M&E) and Learning***			
Outcome 3.1 Awareness among key stakeholders increased about the value of biodiversity, ecosystem services, and LDN, and knowledge and lessons	Indicator 17: Level of awareness among key stakeholders about the value of biodiversity, ecosystem services, and LDN (measured with Knowledge, Attitude, and Practice [KAP] Index).	– *Rivera Departmental Government: 47* – *Montevideo Departmental Government: 30* – *Montevideo Municipal Government: 30*	– *Rivera Departmental Government: 50* – *Montevideo Departmental Government: 35* – *Montevideo Municipal Government: 35*	– *Rivera Departmental Government: 55* – *Montevideo Departmental Government: 45* – *Montevideo Municipal Government: 40*

learned disseminated among key stakeholders		– *San José Departmental Government: 32* – *Civil Society Organizations (CSOs): 51* – *Local Producer Organizations: 29* – *General Public: X (Baseline to be determined during the first year of project implementation)*	– *San José Departmental Government: 35* – *CSOs: 52* – *Local Producer Organizations: 30* – *General Public: X (Target to be determined during the first year of project implementation)*	– *San José Departmental Government: 45* – *CSOs: 55* – *Local Producer Organizations: 35* – *General Public: X (Target to be determined during the first year of project implementation)*
	Indicator 18: Number of knowledge products (technical documents, scientific publications, videos, webinars, etc.) on best practices and lessons learned made available to key stakeholders for replication in other landscapes	– *0*	– *0*	– *Al least three (3)*
Outputs to achieve Outcome 3.1	*3.1.1 Communication and environmental education strategy with a gender focus is implemented, promoting dialogue between public and private stakeholders and increasing public awareness about the value of biodiversity, ecosystem services, and LDN.* *3.1.2. Knowledge and lessons learned are systematized and disseminated, contributing to institutional knowledge, adaptive management, and supporting the use of biodiversity and ecosystem service conservation and LDN best practices, as well as gender equality in other landscapes and sectors beyond the pilot areas.* *3.1.3. Project's Monitoring and Evaluation Plan and Gender Action Plan are implemented, ensuring the achievement of the planned goals*			

6.3 Annex 3: Base Documents for Review

#	Item	Status
1	Project Identification Form (PIF)	Delivered
2	UNDP Initiation Plan	Delivered
3	UNDP Project Document with its annexes	Delivered
4	CEO Endorsement	Delivered
5	UNDP Social and Environmental Screening Procedure (SESP)	Delivered
6	Gender Plan of the project	Delivered
7	Project Inception Report	Delivered
8	Original multi-year project work plan 2022 - 2026	Delivered
9	Project annual operational plans (2022, 2023, 2024)	Delivered
10	Annual project reports to UNDP (2022, 2023)	Delivered
11	All Project Implementation Reports (PIR's)	Delivered
12	Minutes of the Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)	Delivered
13	Documents linked to the Project's M&E system: a) Results framework and gender plan indicator guide (methodological sheets for each indicator). b) Indicator measurement results report (2024).	Delivered
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions	Delivered
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures	Delivered: Co-financing letters from Departmental Governments, CDR 2023 and 2024 Undelivered: Other cofinancing letters and detailed reports of the amounts received by institution and type of cofinancing to date.
16	Audit Reports	Delivered
17	Documentation of project activities, results and products (technical reports, reports on field activities, workshop reports, proposals for the inclusion of protected areas in the national system, sustainable production plans, restoration plans, etc.).	Delivered
18	Sample of project communications materials	Delivered

19	List of contracts and procurement items over ~US$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)	Delivered
20	UNDP Country Programme Document (CPD)	Delivered
21	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted	Delivered
22	Site maps where the project operates	Delivered
23	Minutes of the Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)	Delivered
24	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)	Delivered
25	Oversight mission reports	Not applicable
26	GEF Tracking Tools (from CEO Endorsement, midterm, and terminal stages) METT, Co-finance, Financial Score Cards	Not applicable
27	Supplier contracts and TORs	Delivered

6.4 Annex 4: Evaluation Matrix

Evaluative Questions	Indicators	Sources	Methodology
Relevance			
Does the project's objective align with the priorities of the local government and local communities?	Level of coherence between project objective and stated priorities of local stakeholders	- Local stakeholders - Document review of local development strategies, environmental policies, etc.	- Local level field visit interviews - Desk review
Does the project's objective fit within the national environment and development priorities?	Level of coherence between project objective and national policy priorities and strategies, as stated in official documents	National policy documents.	- Desk review - National level interviews
Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?	Level of involvement of local and national stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.)	- Project staff - Local and national stakeholders - Project documents	- Field visit interviews - Desk review
Does the project objective fit GEF strategic priorities?	Level of coherence between project objective and GEF strategic priorities (including alignment of relevant focal area indicators)	- GEF strategic priority documents for period when project was approved - Current GEF strategic priority documents	- Desk review
Was the project linked with and in-line with UNDP priorities and strategies for the country?	Level of coherence between project objective and design with UNDAF, CPD	- UNDP strategic priority documents	- Desk review
How relevant and effective has this project's strategy and architecture been? Is it relevant? Has it been effective? Does it need to change?	- Links to international commitments and national policy documents, relationships established, level of coherence between project design and implementation approach.	- Project documents - National policies or strategies, websites, project staff, project partners - Data collected throughout the mission	- Desk study - Interview with project staff - Observation - Focus groups

Evaluative Questions	Indicators	Sources	Methodology
What are the decision-making processes -project governance oversight and accountabilities?	- Roles and Responsibilities of stakeholders in project implementation. - Partnership arrangements.	- Project documents - National policies or strategies, websites, project staff, project partners - Data collected throughout the mission	- Desk study - Interview with project staff - Observation - Focus groups
What extent does the project contribute towards the progress and achievement of the Sustainable Development Goals (SDG)?	Project alignment with the SDGs	- Project documents	- Desk study
What extent does the Government support (or not support) the Project, understand its responsibility and fulfil its obligations?	Meetings of the Project Board, Technical Team, Consultation Groups	- Minutes - Project documents	- Desk study
Effectiveness			
Are the project objectives likely to be met? To what extent are they likely to be met?	Level of progress toward project indicator targets relative to expected level at current point of implementation	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
What are the key factors contributing to project success or underachievement?	Level of documentation of and preparation for project risks, assumptions and impact drivers	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?	Presence, assessment of, and preparation for expected risks, assumptions and impact drivers	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?	Actions undertaken to address key assumptions and target impact drivers	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
What has been (to date) this projects progress towards the expected results and log frame indicators? **How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents- inception report)?**	- Progress toward impact achievements - Results of Outputs	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review - Consultation with Project Board Members - PMU - Field Observation and discussion with beneficiaries
What has been the progress to date and how has it led to, or could in the future catalyse beneficial development effects (i.e., income generation, gender equality and women's empowerment, improved governance etc...). **How cross cutting areas been included in the project are results framework and monitored on an annual basis?**	- Stakeholder involvement effectiveness - Gender gap - Plans and policies incorporating initiatives - Record of comments and response of stakeholders - Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review - Consultation with Project Board Members - PMU - Field Observation and discussion with beneficiaries
What does the GEF Tracking Tool at the Baseline indicate when compared with the one completed right before the Terminal Review.	- GEF Tracking Tool at the Baseline indicate when compared with the one completed right before the Terminal Review.	- Project documents - Project staff - Project stakeholders	- Desk review
What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?	- Number of barriers in the project	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
What aspects of this project s implementation approach (pilots) (enabling activities**) has been particularly successful or negative (as told by consults)**	- Number of project achievements - Progress toward impact achievements.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
and how might the project stakeholders further expand or correct these benefits.			
Do the results framework indicators have a SMART focus?	Results framework indicators	M&E reports	- Desk review
Are the mid-term and end-of-project goals achievable?	% of results and results achieved: Progress towards the results framework	- M&E reports - ProDoc	- Desk review
Efficiency			
Is the project cost-effective?	- Quality and adequacy of financial management procedures (in line with UNDP, UNOPS, and national policies, legislation, and procedures) - Financial delivery rate vs. expected rate - Management costs as a percentage of total costs	- Project documents - Project staff	- Desk review
Are expenditures in line with international standards and norms?	Cost of project inputs and outputs relative to norms and standards for donor projects in the country or region	- Project documents - Project staff	- Interviews with project staff - Desk review
Is the project implementation approach efficient for delivering the planned project results?	- Adequacy of implementation structure and mechanisms for coordination and communication - Planned and actual level of human resources available - Extent and quality of engagement with relevant partners / partnerships - Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reporting, etc.)	- Project documents - National and local stakeholders - Project staff	- Desk review - Interviews with project staff - Interviews with national and local stakeholders

Evaluative Questions	Indicators	Sources	Methodology
Is the project implementation delayed? If so, has that affected cost-effectiveness?	- Project milestones in time - Planned results affected by delays - Required project adaptive management measures related to delays	- Project documents - Project staff	- Desk review - Interviews with project staff
What is the contribution of cash and in-kind co-financing to project implementation?	Level of cash and in-kind co-financing relative to expected level	- Project documents - Project staff	- Desk review - Interviews with project staff
To what extent is the project leveraging additional resources?	Amount of resources leveraged relative to project budget	- Project documents - Project staff	- Desk review - Interviews with project staff
What is project related progress in the following 'implementation' categories?	- Number of project achievements	- Project documents - Project staff	- Desk review - Interviews with project staff
Management Arrangements and Implementation Approach **(including any evidence of Adaptive management and project coordination and km with pilots)**	- Project management and coordination effectiveness - Number of project achievements in pilots	- Project documents - Project staff	- Desk review - Interviews with project staff
How has the finances been managed, delivered and spent per outputs per year? What percentage is delivered to date? Is it low?	- Percentage of expenditures in proportion with the results - Financial Systems and effectiveness transparency	- Project documents - Project staff	- Desk review
Results			
Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?	- Level of project implementation progress relative to expected level at current stage of implementation - Existence of logical linkages between project outputs and outcomes/impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?	Existence of logical linkages between project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits?	- Environmental indicators - Level of progress through the project's Theory of Change	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Sustainability			
To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?	- Financial requirements for maintenance of project benefits - Level of expected financial resources available to support maintenance of project benefits - Potential for additional financial resources to support maintenance of project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?	Level of initiative and engagement of relevant stakeholders in project activities and results	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?	Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
To what extent are the project results dependent on socio-political factors?	Existence of socio-political risks to project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
To what extent are the project results dependent on issues	Existence of institutional and governance risks to project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
relating to institutional frameworks and governance?			
Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?	Existence of environmental risks to project benefits	- Project documents	- Field visit interviews - Desk review
What are the financial risks to sustainability?	Financial risks;	- Project documents	- Desk review
What are the Socio-economic risks to sustainability?	Socio-economic risks and environmental threats.	- Project documents	- Desk review
Institutional framework and governance risks to sustainability?	- Institutional and individual capacities	- Project documents	- Desk review
Gender equality and women's empowerment			
How did the project contribute to gender equality and women's empowerment?	Level of progress of gender action plan and gender indicators in results framework	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Were women's groups, NGOs, civil society orgs and women's ministries adequately consulted and involved in project design? If not, should they have been?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Were stakeholder engagement exercises gender responsive?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
For any stakeholder workshops, were women-only sessions held, if appropriate, and/or were other considerations made to ensure	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
women's meaningful participation?			
Cross-cutting and UNDP Mainstreaming Issues			
How were effects on local populations considered in project design and implementation?	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Extent to which the allocation of resources to targeted groups takes into account the need to prioritize those most marginalized.	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Positive or negative effects of the project on local populations (e.g. income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy frameworks for resource allocation and distribution, regeneration of natural resources for long term sustainability).	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Extent to which the project objectives conform to agreed priorities in the UNDP Country Programme Document (CPD) and other country programme documents.	Links between the project and the priorities of the UNDP Country Program.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Whether project outcomes have contributed to better preparations to cope with disasters or mitigate risk	Risk mitigation	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
Extent to which poor, indigenous, persons with disabilities, women and other disadvantaged or marginalized groups benefited from the project	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
The poverty-environment nexus: how the environmental conservation activities of the project contributed to poverty reduction	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

¿What recommendations would you make to improve project implementation, outcomes or impacts?

6.5 Annex 5: Evaluation Scales

Ratings for Progress Towards Results:		
6	**Highly Satisfactory (HS)**	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	**Satisfactory (S)**	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	**Moderately Satisfactory (MS)**	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	**Moderately Unsatisfactory (MU)**	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	**Unsatisfactory (U)**	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	**Highly Unsatisfactory (HU)**	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management		
6	**Highly Satisfactory (HS)**	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	**Satisfactory (S)**	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	**Moderately Satisfactory (MS)**	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	**Moderately Unsatisfactory (MU)**	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	**Unsatisfactory (U)**	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	**Highly Unsatisfactory (HU)**	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability:		
4	**Likely (L)**	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future

3	**Moderately Likely (ML)**	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	**Moderately Unlikely (MU)**	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	**Unlikely (U)**	Severe risks that project outcomes as well as key outputs will not be sustained

6.6 Annex 6: Interview questions

- ¿To what extent do the project's components, as well as its other characteristics (choice of partners, structure of the coordinating unit, implementation mechanisms, scope, budget, administrative processes, use of resources) enable the achievement of the objectives?
- ¿To what extent is the project relevant to national priorities and the needs of beneficiary men and women?
- As the project is designed, ¿was the intervention logic appropriate?
- ¿To what extent has the Outcome been achieved or how much progress has been made towards achieving it?
- ¿ What factors have contributed to achieving or not achieving the desired outcomes?
- ¿Were the approach and strategies used adequate to achieve or advance the expected results?
- ¿Are the administrative arrangements considered and are they adequate for the characteristics of geographic dispersion and heterogeneity of conditions required by the Project?
- ¿Is there a structure that ensures the good participation of all partners?
- ¿What have been the changes, positive or negative, generated by the work with the Ministries of Uruguay?
- ¿What is UNDP's role in implementation?
- ¿To what extent are there financial, institutional, socio-economic or environmental risks to sustaining project results over the long term?
- Describe how regular monitoring of activities is carried out during implementation.
- ¿Which government institutions were involved in project implementation?
- ¿How are government institutions involved in project implementation?
- ¿What have been the main achievements of the project?

- ¿What impacts has the project had?
- List what in your opinion may be lessons learned that should/could be corrected in the future.
- ¿What recommendations would you make to improve the implementation, results or impacts of the Project?

6.7 Annex 7: List of people met and interviewed for the MTR

Date	Time	Type	Format	Institution	Persons	Comment
Tuesday, September 24	15:00 – 16:00	Individual interview	Virtual	UNDP Uruguay	Gabriel Bottino	
Monday, September 30	9:00 – 10:00	Group interview	In person	UNDP Uruguay Paraguay 1470. Piso 5.	Flavio Scasso Soledad Avila Sofía Cancela	UNDP Uruguay Team
	10:30 – 11:30	Individual interview	In person	MA - DINABISE Juncal 1385. Floor 5.	Gerardo Evia	National Director of DINABISE and National Coordinator of the project.
	11:30 – 12:30	Group interview	In person	MA - DINABISE Juncal 1385. Floor 5.	Lucía Bartesaghi Ana Laura Mello Mariana Ríos	DINABISE Directors Team
	12:30 – 13:30	Lunch				
	13:30 – 16:30	Group interview	In person	MA - DINABISE Juncal 1385. Floor 5.	Soledad Mantero Maira Soares de Lima María Laura García Alejandra Techera Pablo Vaz Tiago Pérez	PMU

					Laura Piedrabuena Ignacio Uriarte	
Tuesday, October 1	9:00 – 10:00	Trip to San Antonio		Accompanying the project team on the field trips are: Soledad Mantero (project coordinator) and Maira Soares de Lima (Sustainable Production Specialist).		
	10:00 – 11:00	Field visit with interview	In person	Visit to a property with biodiversity refuge experiences. Syngenta – MA Agreement	Williams Cuadro (*) Gustavo Zapata (**) Estela Santos (**)	(*) Producer (**) Syngenta technical representative. .
	11:00 – 12:00	Trip to Canelones				
	12:00 – 13:00	Individual interview	In person	Canelones Departmental Government	Leonardo Herou	General Director of Environmental Management
	13:00 – 14:00	Lunch in Canelones				
	14:00 – 14:30	Trip to Canelon Chico				
	14:30 – 16:00	Field visit with interview	In person	Visit to the sustainable production project: “Sheep silvopastoral project”. GOCOMA – Rural Association of San José	Paula Antognazza (*) Florencia Stivan (**)	(*) Project representative. (**) Producer.

	16:00 – 17:00	Trip to Montevideo				
Wednesday, October 2	7:30 - 10:30	Trip to Parallé		The project team is accompanied on field trips by Maira Soares de Lima (specialist in sustainable production) and Tiago Pérez (specialist in coastal restoration).		
	10:30 – 11:30	Field visit with interview	In person	Visit to the sustainable production project: “Promotion of forage species from natural fields and responsible use of native forests, coastal lagoons and eastern mountain ranges”. Asociación Uruguaya de Ganaderos del Pastizal	Florencia Ayala	Project representative. Producer
	11:30 – 12:00	Trip to Rocha				
	12:00 – 13:00	Lunch				
	13:00 – 14:00	Trip to Cabo Polonio				
	14:00 – 15:00	Field visit with interview	In person	Protected area: “Parque Nacional Cabo Polonio”.	Rafael De León (*) Alejandro Molina (**)	(*) Director of the protected area (**) Head of park rangers Rocha Departmental Government

	15:00 – 17:00	Field visit	Visit to the protected area: “Parque Nacional Cabo Polonio”. View coastal restoration actions, monitoring activities (psammophilous vegetation), diagnosis of the grazing situation in the area and other contributions of the project in the definition of actions for its improvement.			
	17:00 – 18:00	Trip to La Paloma				
	18:00 – 19:00	Individual interview	In person	Mayor's Office of La Paloma. Coastal restoration activities.	Sergio Muniz	Mayor of La Paloma
	19:00	Dinner and overnight in La Paloma				
Thursday, October 3	8:00 – 9:00	Field visit with interview	In person	Visit to the La Paloma resort: walkways for coastal restoration and informative signage.	Marcelo Bruno	Advisor to the Mayor's Office of La Paloma
	9:00 – 12:00	Trip to Montevideo				
	12:00 – 13:00	Lunch				
	13:30 – 14:30	Individual interview	In person	Montevideo Departmental Government July 18, 1360	Verónica Piñeiro	Environmental Management Manager. Project Council. Coordination representative for the National Biodiversity Strategy.
	15:00 –	Individual interview	Virtual	MINTUR	Fabiana Guadalupe	Link between the project and

	16:00					the territory
	16:00 – 17:00	Individual interview	Virtual	AMRU	Carol Fontes	Member of the project Council. Park ranger of the protected area of Paso Centurión and Sierra de Ríos. Representative of the Uruguayan Association of Park Rangers in the Gender Commission.
Friday, October 4	9:00 – 10:00	Individual interview	Virtual	MGAP	Mercedes Yacosa	Director General of Rural Development. Member of the PSC
	10:30 – 11:30	Individual interview	Virtual	INC	Juan Pablo Perrachón	Member of the PSC. Link between the project and the territory.
	11:30 – 12:30	Individual interview	Virtual (or telephone)	Individual interview Virtual (or telephone) Entrepreneurship in Paso Centurión and Sierra de Ríos Veronica Cabral Entrepreneur from Paso Centurión and Sierra de Ríos	Verónica Cabral	Entrepreneur from Paso Centurión and Sierra de Ríos
	12:30	Lunch with PMU				

	– 14:00					
	14:30 – 15:30	Group interview	Virtual	Sustainable production project: “Conservation, restoration and monitoring of biodiversity in farms with sustainable livestock production in the upper basin of the Coastal Lagoons” AMBA and Sociedad de Fomento Ruta 109	Stephan Heit y Alicia Rodríguez	Project representatives.
	15:30 – 17:30	Group interview	Virtual	UNDP CO	*Flavio Scasso *Soledad Ávila	UNDP CO Team
	9:30 – 10:30	Individual interview	Virtual	UNDP Regional	Alexandra Fischer María Gabriela Pinto	UNDP Regional Team

6.8 Annex 8: Evaluation consultant code of conduct agreement form

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTR Consultant Agreement Form
Agreement to abide by the Code of Conduct for Evaluation in the UN System:
Name of Consultant: José Fernando Galindo Zapata
Name of Consultancy Organization (where relevant):
I confirm that I have received and understood and will abide by the United Nations Code of Conduct for
Evaluation.
Signed at Quito Ecuador **on** 22/10/2024



Signature: _____

6.9 Annex 9: Changes in Results Framework Indicators

Indicator	Original target		New target		Justification
	Mid-term	End of project	Mid-term	End of project	
Mandatory Indicator 2 (GEF Core Indicator 1 and 2): Area of terrestrial and marine protected areas created or under improved management for conservation and sustainable use (ha)	a) Terrestrial: 199,495 (5,000 ha of new terrestrial PAs; 194,495 ha of PAs under improved management for conservation and sustainable use) b) Marine: 95,319 ha (area under improved management for conservation and sustainable use)	a) Terrestrial: 229,495 ha (35,000 ha of new terrestrial PAs; 194,495 ha of PAs under improved management for conservation and sustainable use) b) Marine: 95,319 ha (area under improved management for conservation and sustainable use)	a) Terrestrial: 195,495 (1,000 ha of new terrestrial PAs; 194,495 ha of PAs under improved management for conservation and sustainable use) b) Marine: 99,319 ha (4,000 ha of new marine PAs; 95,319 ha area under improved management for conservation and sustainable use)	a) Terrestrial: 225,495 ha (31,000 ha of new terrestrial PAs; 194,495 ha of PAs under improved management for conservation and sustainable use) b) Marine: 99,319 (4,000 ha of new marine PAs; 95,319 ha area under improved management for conservation and sustainable use)	During the preparation of the 2023 PIR, a joint agreement was reached with UNDP Regional to modify the indicators of the results matrix associated with the entry of the Casupá Creek Basin protected area. The government's decision to postpone the construction of the water reservoir in this stream meant postponing the development of the associated protected area. In this context, the project agreed in 2023, as part of adaptive management (Minor Amendments PIR 2023), to support the development of marine protected areas and other terrestrial

Indicator	Original target		New target		Justification
	Mid-term	End of project	Mid-term	End of project	
					areas effectively prioritized by the current administration. It is proposed to replace the area to be entered associated with Casupá with the prioritized marine and terrestrial areas: Isla de lobos: 4,000 ha; Laguna Negra 18,500 ha (8,500 ha additional to what was planned); Islas de Farrapos (5,000 ha) (in addition to other marine or terrestrial areas that have not yet been defined in their boundaries and therefore are not included in the proposed changes to the indicator).
Mandatory Indicator 3 (GEF Core Indicator 3): Area of land restored (ha)	− 8,000 ha (2,500 ha of degraded agricultural land; 1,000 ha of forest and forest land; 4,000 ha of natural grass and shrublands; 500 ha of wetlands)	− 16,000 ha (5,000 ha of degraded agricultural land; 2,000 ha of forest and forest land; 8,000 ha of natural grass and shrublands; 1,000 ha of wetlands)	− 8,000 ha (2,500 ha of degraded agricultural land; 1,000 ha of forest and forest land; 4,000 ha of natural grass and shrublands; 500 ha of	− 16,000 ha (5,000 ha of degraded agricultural land; 2,000 ha of forest and forest land; 8,000 ha of natural grass and shrublands; 1,000 ha of	The dune coastal system (which was not originally part of the indicator) has been included as an additional priority ecosystem, since the

Indicator	Original target		New target		Justification
	Mid-term	End of project	Mid-term	End of project	
			wetlands; dune coastal system)	wetlands; dune coastal system)	project mentions it as a priority ecosystem to restore given its significant extension in the project's priority territory, but initially the indicator had not been included in the results matrix.
Mandatory Indicator 4 (GEF Core Indicator 4): Area of landscapes under improved practices (ha)	− 53,000 ha (3,000 ha that meet national or international third party certification that incorporates biodiversity consideration; 50,000 ha under sustainable land management in production systems	− 106.000 ha (6,000 ha that meet national or international third-party certification that incorporates biodiversity consideration; 100,000 ha under sustainable land management in production systems)	- 53,000 ha (3,000 ha under management practices oriented to sustainable production in which environmental indicators associated with biodiversity conservation are measured and monitored; 50,000 ha under sustainable land management in production systems)	- 106,000 ha (6,000 ha under management practices oriented to sustainable production in which environmental indicators associated with biodiversity conservation are measured and monitored; 100,000 ha under sustainable land management in production systems)	The requested modification is due to the fact that the cost of this strategy is significantly lower than applying private certifications. In addition, this change could facilitate collaboration with private certifiers in the future where biodiversity indicators are required. Therefore, the transition to the use of indices or indicators recognized by academia is not only more cost-effective, but also offers greater flexibility and adaptability to different types of activities and technologies.

Indicator	Original target		New target		Justification
	Mid-term	End of project	Mid-term	End of project	
Indicator 11: Number of mechanisms for environmental mitigation and/or compensation that favor the conservation of biodiversity and ecosystem services.	− 0	− At least one (1) (Environmental mitigation and/or compensation associated with the EIA of the reservoir in the Arroyo Casupá watershed/Santa Lucia River Watershed)	− 0	A general methodology designed for the development of a generic project compensation mechanism that favors the conservation of biodiversity	Since the Casupá stream water reservoir project was cancelled, a different strategy will be adopted to achieve the expected target value: a general methodology will be designed for the development of a generic compensation mechanism for the project that favors biodiversity conservation.
Indicator 13: Habitat quality index for vulnerable and / or endangered species within PAs	− Habitat quality for the Olrog's gull (Larus atlanticus) (area of brackish wetlands/crab congregations): Good − Condition of grasslands (bird diversity): Good − Condition of freshwater wetlands (bird diversity): Good − Condition of psamophil forest and scrub (woody plant species diversity): Good − Condition of streams/rivers (family level macroinvertebrates biological index): Good	− Habitat quality for the Olrog's gull (Larus atlanticus) (area of brackish wetlands/crab congregations): Very good − Condition of grasslands (bird diversity): Very good − Condition of freshwater wetlands (bird diversity): Very good − Condition of psamophil forest and scrub (woody plant species diversity): Very good − Condition of streams/rivers (family level macroinvertebrates	− Condition of wetlands (a) Density of burrows of the crab (Neohelice granulata): Good; (b) Abundance of individuals of the crab (Neohelice granulata): Good − Condition of grasslands (a) Relative frequency of grassland birds: Very good; (b) Grassland bird diversity: Very Good − Condition of freshwater wetlands (a) Relative frequency of	− Condition of wetlands (a) Density of burrows of the crab (Neohelice granulata): Good; (b) Abundance of individuals of the crab (Neohelice granulata): Good − Condition of grasslands (a) Relative frequency of grassland birds: Very good; (b) Grassland bird diversity: Very Good − Condition of freshwater wetlands (a) Relative frequency of	As the baseline for this indicator was not defined in the ProDoc, project staff and the SNAP monitoring team reviewed the proposed Habitat Quality indicators and improved them considering the relevance to PA monitoring objectives and the sustainability and feasibility of measurement over time

Indicator	Original target		New target		Justification
	Mid-term	End of project	Mid-term	End of project	
		biological index): Very good	wetland birds: Very good; (b) Wetland bird diversity: Good − Condition of psamophil forest and scrub: Satisfactory − Condition of shrubs with restricted distribution: (a) Presence of Maytenus cassineformis and Erythroxylum microphyllum: Fair and poor; (b) Survival of Maytenus cassineformis and Erythroxylum microphyllum: Fair and poor. − Coastal lagoon condition: Water quality index: Satisfactory (spring - summer) and Poor (autumn - winter).	wetland birds: Very good; (b) Wetland bird diversity: Very good − Condition of psamophil forest and scrub: Satisfactory − Condition of shrubs with restricted distribution: (a) Presence of Maytenus cassineformis and Erythroxylum microphyllum: Poor and Good; (b) Survival of Maytenus cassineformis and Erythroxylum microphyllum: Poor and Good. − Coastal lagoon condition: Water quality index: Satisfactory.	(after project completion).
Indicator 14: Change in the management effectiveness (as measured through the METT) of 10 PAs (terrestrial PAs: 194,495 ha; marine PAs: 95,319 ha)	− Santa Lucía Wetlands: 47 −Laguna Garzón: 37 −Laguna de Rocha: 57 −Cabo Polonio: A determinar −Laguna de Castillos: 39 −Laguna Negra: 56 −Cerro Verde: 49 −Quebrada de los Cuervos: 55	− Santa Lucía Wetlands: 52 −Laguna Garzón: 50 −Laguna de Rocha: 63 −Laguna de Castillos: 44 −Laguna Negra: 59 −Cerro Verde: 57 −Quebrada de los Cuervos: 61 −Valle del Lunarejo: 56	− Santa Lucía Wetlands: 47 −Laguna Garzón: 37 −Laguna de Rocha: 57 −Laguna de Castillos: 39 −Laguna Negra: 56 −Cerro Verde: 49 −Quebrada de los Cuervos: 55	− Santa Lucía Wetlands: 52 −Laguna Garzón: 50 −Laguna de Rocha: 63 −Laguna de Castillos: 44 −Laguna Negra: 59 −Cerro Verde: 57 −Quebrada de los Cuervos: 61	Arequita and Isla de Lobos were not initially foreseen in the formulation of the results matrix. As a consequence of the current process of insertion into the SNAP, Isla de Lobos was

Indicator	Original target		New target		Justification
	Mid-term	End of project	Mid-term	End of project	
	−Valle del Lunarejo: 54 − Paso Centurión: 28	− Paso Centurión: 38	−Valle del Lunarejo: 54 − Paso Centurión: 28 -Cabo Polonio: 73 −Arequita: 33 −Isla de Lobos: 23	−Valle del Lunarejo: 56 − Paso Centurión: 38 -Cabo Polonio: 75 −Arequita: 37 −Isla de Lobos: 26	officially declared a PA in August 2024, while Arequita is in process. In both cases, as well as Laguna Negra (which is in the process of being approved by the Executive Branch), in view of their proximity to joining the SNAP, the METT was applied to them in order to determine their status prior to joining.
Indicator 15: Area (ha) of new PAs and the expansion of existing PAs incorporated into the SNAP by project end	− 10.000 ha	− 35.000 ha	- 5.000 ha	− 35.000 ha	As a consequence of the modifications proposed in indicator 2, these will not affect the total surface area of protected areas added to the SNAP, with direct support from the project, which is expected to be 35,000 ha.
Indicator 16: Change in the representativeness of key ecosystems in the SNAP as a result of the incorporation of 2 new PAs and the	− Palm communities /Butia sp.: 2,000 ha − Natural grasslands: 123,213 ha	− Palm communities /Butia sp.: 4,000 ha − Natural grasslands: 127,213 ha	− Palm communities /Butia sp.: 2,000 ha − Natural grasslands: 123,213 ha	− Palm communities /Butia sp.: 4,000 ha − Natural grasslands: 127,213 ha	As a consequence of the modification of indicator 15 (substitution of Casupá's income), it is

Indicator	Original target		New target		Justification
	Mid-term	End of project	Mid-term	End of project	
expansion of 2 existing PAs.	− Wetlands and peatlands: 26,717 ha	− Wetlands and peatlands: 29,717 ha	− Wetlands and peatlands: 26,717 ha - Forests: 0 ha -Marine ecosystem: 3.500 ha	− Wetlands and peatlands: 29,717 ha - Forests: 2.000 ha - Marine ecosystem: 3.500 ha	necessary to modify the surface of the key ecosystems represented in the SNAP, since the new prioritized areas do not necessarily maintain the key ecosystems existing in the Casupá watershed. Taking into account the ecosystem characteristics of the new prioritized areas, it is proposed to include, in addition to the ecosystems originally considered in the results matrix, marine ecosystems and forests. The total additional area of key ecosystems added to the SNAP at the end of the period, originally planned at 17,000 ha for 3 ecosystems, would be 22,000 ha for 5 ecosystems. With the inclusion of the Arequita PA in the

Indicator	Original target		New target		Justification
	Mid-term	End of project	Mid-term	End of project	
					SNAP, three ecosystems were incorporated that were not represented in the SNAP until now. In terms of species, 19 priority species were included in the SNAP that were not included in the System, of which 17 species are vascular plants and 2 are mollusks.
Indicator 17: Level of awareness among key stakeholders about the value of biodiversity, ecosystem services, and LDN (measured with Knowledge, Attitude, and Practice [KAP] Index).	− Rivera Departmental Government: 50 − Montevideo Departmental Government: 35 − Montevideo Municipal Government: 35 − San José Departmental Government: 35 − CSOs: 52 − Local Producer Organizations: 30 − General Public: X (Baseline to be determined during the first year of project implementation)	− Rivera Departmental Government: 55 − Montevideo Departmental Government: 45 − Montevideo Municipal Government: 40 − San José Departmental Government: 45 − CSOs: 55 − Local Producer Organizations: 35 − General Public: X (Baseline to be determined during the first year of project implementation)	− Rivera Departmental Government: 50 − Montevideo Departmental Government: 35 − Montevideo Municipal Government: 35 − San José Departmental Government: 35 − CSOs: 52 − Local Producer Organizations: 30 − General Public: X (Baseline to be determined during the first year of project implementation) - Livestock and agricultural producers: 50	− Rivera Departmental Government: 55 − Montevideo Departmental Government: 45 − Montevideo Municipal Government: 40 − San José Departmental Government: 45 − CSOs: 55 − Local Producer Organizations: 35 − General Public: X (Baseline to be determined during the first year of project implementation) - Livestock and agricultural producers: 60	Local rural producers and the rural population are additionally included in the KAP study as they are considered to be of interest to the project and DINABISE.

Indicator	Original target		New target		Justification
	Mid-term	End of project	Mid-term	End of project	
			- Rural population (villages of less than 5000 people): 48	- Rural population (villages of less than 5000 people): 58	

Source: PIR 2023 y 2024; PMU, 2024

6.10 Annex 10: Mission photographic record














Parque Nacional
Cabo Polonio






RESTAURACIÓN COSTERA
Respetá la zona de regeneración dunar y plantación de nativas.
Cuidemos el ecosistema costero.
ROCHA
LA PALOMA