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FONDO PARA EL MEDIO AMBIENTE MUNDIAL
INVERTIMOS EN NUESTRO PLANETA



MID-TERM REVIEW
of the Project

**'Mainstreaming Conservation and Valuation of Critically Endangered Species
and Ecosystems in Development-frontier Production Landscapes in the
regions of Arica y Parinacota and Biobío'.**

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MTR Team

National Lead Consultant: Gladis María Demarchi.

International Consultant: Maya Moure Peña.

FAO Staff

Leonel Tapia and Rodrigo Morera GEF Task Managers in charge of the MTR.

Geneviève Braun, Programme Officer in FAO-GEF Coordination Unit at FAO Rome.

Ina Salas, Evaluation Manager, FAO Office of Evaluation and FAO-GEF Coordination Unit at FAO Rome.

Acronyms and abbreviations

ANPROS	Association of Seed Producers
CMN	Corporación Mapuche Nahuelbuta
CONAF	National Forestry Corporation
FAO	Food and Agriculture Organization of the United Nations
FLO	Funding Liaison Officer
FPIC	Free, Prior and Informed Consent
GEF	Global Environment Fund
GORE	Regional Government
INDAP	Institute of Agricultural Development
IUCN	International Union for Conservation of Nature
LTO	Lead Technical Officer
MBN	Ministry of National Assets
MMA	Ministry of the Environment
M&E	Monitoring and Evaluation System
MTR	Mid-Term Review
NGO	Non-governmental Organization
OED	FAO Office of Evaluation
PDTI	Indigenous Territories Development Programme
PEA	Environmental Education Programme
PIF	Project Identification Form
PIR	Project Implementation Report
PLADECO	Municipal Development Plan
PLADETUR	Tourism Development Plan
PMU	Project Management Unit
PRODESAL	Local Development Programme
PRODOC	Project Document
RBN	Nahuelbuta Biosphere Reserve
RBNCHLL	Biological Corridor Nevados de Chillán- Laguna del Laja Biosphere Reserve
RECOGE	Recovery, Conservation and Management Plans
SAG	Livestock and Agricultural Service
SAT	Technical Assistance Service
SBAP	Biodiversity and Protected Areas Service
SCAM	Municipal Environmental Certification System
SNCAE	Environmental Certification of Educational Establishments
SEREMI	Regional Ministerial Secretariat
SERNATUR	National Tourism Service
SINIA	National Environmental Information System
SIP	Public Information System
ToR	Terms of Reference
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNPD	United Nations Development Programme
UN-REDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation
WWF	World Wildlife Fund

Executive Summary

1. This paper provides the Mid-Term Review (MTR) outcomes of the FAO-GEF Project GCP/CHI/033/GFF 'Mainstreaming the Conservation, Sustainable Use and Valuation of Critically Endangered Species and Ecosystems into Development-frontier Production Landscapes of the Arica y Parinacota, and Biobio Regions'. This MTR was conducted with the purpose of assessing the progress of the planned project outcomes in terms of relevance, effectiveness and efficiency, sustainability and impact from an accountability and learning perspective, and to provide recommendations to overcome potential challenges and ensure that the expected outcomes and outputs are achieved at the end of the project.
2. The Mid-Term Review covers the period from the start of the project in September 2017 until June 2020, encompassing the overall project and each of its components: Component 1: Raising awareness and capacity building in support of the protection of four endangered species in the regions of Arica y Parinacota and the Southern Macrozone; Component 2: Integrated territorial management based on good agroforestry and forestry practices aimed at the recovery of habitats of four endangered species in the regions of Arica y Parinacota and Biobío; Component 3: Mainstreaming endangered species conservation criteria in public policy instruments and municipal regulatory frameworks in the regions of Arica y Parinacota and the Southern Macrozone; and Component 4: Results-based management, monitoring, evaluation and dissemination.
3. The project has a duration of 4 years and a total budget of USD 9,022,027 (GEF allocation: USD 2,411,416 and co-financing: USD 6,610,611).

A. Methodology

4. The Mid-Term Review was affected by the COVID-19 pandemic, which restricted the possibility of conducting fieldwork through field visits. However, alternative mechanisms were used as remote work, which made it possible to reach a larger number of key actors:
 - Document review, according to the list included in the TORs of this MTR.
 - Eighty-two (82) individual and group semi-structured interviews, via videoconference and telephone calls to various key actors representing project partner organisations; public servants at national, regional and municipal levels; universities; civil society organisations; beneficiaries and non-beneficiary neighbours and FAO. Two focus groups (4 people in total) and thirteen (13) interviews with beneficiaries and non-beneficiaries trained in the Environmental Education Programme. In addition, six (6) interviews were conducted with demonstrative pilot owners. (92 participants in total and 45% women).
5. The selection of actors and pilot sites to be considered in the evaluation followed the following rationale defined during the MTR inception report:
 - Sample of key actors: As part of the rationale of the review, actors selected should address knowledge from various perspectives within their field of action, ensuring that the most relevant national, regional and local actors, organisations, project beneficiaries and non-beneficiaries are represented. The variables considered in the sample were: partners with participation in project decision-making; roles in the implementing agency; actors with direct responsibilities in the project; secondary project actors; local actors: direct or indirect project beneficiaries and non-beneficiaries (39% of actors interviewed were women and one was a Mapuche indigenous leader).
 - Sample for interviews and focus groups on beneficiaries (1301 students, 341 municipality officials, 532 farmers): officials, teachers, extension workers, tutors and beneficiaries who were trained in environmental education in the regions of Arica y Parinacota in the North and the Southern Macrozone regions. Four focus groups (one per species) were included with small farmers, local

community leaders and project non-beneficiary neighbours. (52% of interviewees were women).

- Online survey sample: beneficiaries and non-beneficiaries who participated in training or workshops to measure knowledge, attitudes and practices acquired and their application for the benefit of the community (16 responses out of 220 surveys sent about 4,381 people trained) (For more details, see Annex 6).
- Sample of demonstrative pilots: to the beneficiaries in charge of the properties who will provide video testimonials, photos and virtual tours to appreciate the project's work.¹ Six demonstrative pilot beneficiaries: four recommended by the Project coordinators and two chosen randomly by the evaluators (one Keule pilot; two Darwin's Fox pilots; one Chilean Huemul pilot; and two Chilean woodstar pilots), out of 21 project pilots.
- Observation of an online class for the application of the Environmental Education Programme guide to a group of teachers of the Arica y Parinacota Region and southern macro zone to know the form, participation and language of the workshops and the usefulness of the guides for the teachers.

B. Findings of the Mid-Term Review.

B.1 Relevance:

To what extent have the project design, outcomes and strategies been consistent with national environmental and development priorities, with the GEF-FAO strategic objectives of 2030 Agenda, with the Aichi Targets and other conservation and valuation interventions of critically endangered species and ecosystems, and with the needs of beneficiaries and non-beneficiaries in areas adjacent to the pilots? Has there been any changes in the relevance of the project since its formulation?

6. The project is in line with the country's national priorities and policies for sustainable development and biodiversity protection. It contributes to the objective of the Ministry of the Environment (MMA) to ensure the implementation of environmental policies, plans and programmes for the protection and conservation of biological diversity and renewable natural and water resources through the promotion of sustainable development. Similarly, the project is in line with the general objective of the National Forestry Corporation of Chile (CONAF) to contribute to the development of the country through the sustainable management of forest ecosystems and related components; and of the Livestock and Agricultural Service (SAG) in its mission to support the development of agriculture, forests and livestock through the protection and improvement of animal and plant health. It is also in line with the objectives of the Institute of Agricultural Development (INDAP),

¹ Given the health contingency due to the COVID19 pandemic, which prohibited field visits and observations, pilot projects were selected (one for each species) to carry out a virtual tour guided by beneficiaries in charge of the farms and who had good connectivity. One testimonial tour or video, will be selected per species (four):

1. *Keule pilot*: property of Victoria Inzunza and Héctor Escalona located in Penco, Biobío Region. This property has a high number of Keule individuals and large areas of native forest in a particularly good state of conservation. The owners have been guardians of Keules and native forest and their involvement with the project has reasserted their commitment to the area. They are willing to open the site to public use for environmental education and tourism. Finally, the location of the property is easily accessible and close to large population centres, which facilitates extension and environmental education activities.
2. *Darwin's fox pilot*: Wente Winkül Mawida property managed by Corporación Mapuche Nahuelbuta (CMN). This property was selected because it is within the area identified as Darwin's fox habitat, there is a strong organisation that supports the joint work and because the territory has a diversity of tourist attractions, mainly natural and cultural, including the Nahuelbuta National Park.
3. *Chilean huemul pilot*: San José estate located in Coihueco, Ñuble Region. This property was selected because of its proximity to protected areas and Chilean huemul breeding sites and the conservation of Chilean huemul habitat on the western slopes of Nevados de Chillán.
4. *Chilean woodstar pilot*: Taltape farm in Camarones, Arica Region. This farm was selected because it is managed by a highly trained woman who has participated in the environmental education programme and technology tours. This pilot was built jointly and actively.

The evaluators selected two more pilots at random on the missing species and looking for gender balance, under the connectivity constraint.

which promotes the economic, social and technological development of small farmers and peasants.

7. The project also contributes to Objective 2 of the GEF Biodiversity Focal Area which addresses the need to incorporate biodiversity conservation and sustainable use in productive landscapes and seascapes. With regard to FAO, the project contributes to Strategic Objective 2 (SO 2) which pursues to increase the provision of goods and services from agriculture, livestock, forestry and fisheries in a sustainable manner.
8. In relation to the Sustainable Development Goals of the 2030 Agenda, the project is in line with Goals 4: Quality Education, 12: Responsible Consumption and Production, 15: Life of Terrestrial Ecosystems, and 17: Partnerships to Achieve the Goals. Finally, the project is also directly aligned with the Aichi Targets.
9. The project strategies respond to the needs of the beneficiaries and no group or organisation has expressed opposition to the project. However, there have been some specific incidents (different opinions about the project due to the transfer of polygons used by some farmers, from the Ministry of National Assets to the MMA for micro-reserves in the Region of Arica y Parinacota), due to the limited information about the project available to the communities. This results in a biased view where the local inhabitants do not connect the actions of the project as a whole, creating uncertainty about what the project represents and how the conservation actions or designations impact on their livelihoods.
10. There have been no changes between the design and the implementation of the project that would affect the relevance of its objectives and goals. However, the project has been affected by the social unrest of October 2019 and the COVID19 pandemic, which has caused delays and discontinuity in activities and communication obstacles.

The project relevance rating is: Satisfactory (S): In general, the objectives of the intervention are consistent with the country's agendas, global priorities and partner and donor policies. However, there are some shortcomings in terms of addressing local communities' needs.

B.2 Effectiveness:

Have pilot activities, institutional arrangements, processes and procedures contributed to or hindered the achievement of project outcomes and objectives? What adjustments are needed for the second phase of the project? To what extent can long-term progress be ascribed to the project?

11. It should be noted that there is a lack of consistency in the statement of intermediate and final targets between the original English version of the project document (PRODOC) approved by the GEF/GEF and the PRODOC translated into Spanish. In addition to these two versions of the project document, the six-monthly and annual progress reports were made on activities rather than on outcomes achieved. Therefore, for this Mid-Term Review, it was decided to consider the Project Document in Spanish, especially with regard to Outcome 2, which deals with the number of hectares committed to guarantee the stability of the Darwin's fox, Keule, Chilean huemul and Chilean woodstar populations. However, upon completion of the MTR, a review was carried out by the BH, FLO, LTO and consultant team of the different PRODOC versions, identifying that the goals committed to in the PRODOC in Spanish did not correspond to those recognised by the GEF in the approval document. It is therefore recommended that, in the future, FAO project teams and implementing partners ensure that there is a single version of the PRODOC, both in English and Spanish, in line with what was approved by the GEF in the approval document, so that when any change occurs during the implementation of the project on any of the goals or indicators, there is a record of such change and it is possible to perform a proper follow-up beyond the project officials turnover.

12. At the **Outcomes** level the following progress was made:

a) Outcome 1: Strengthened local actors' capacity to implement good forestry and agroforestry practices, mainstreaming habitat conservation for four endangered species: 1,301 students were trained; 2,477 people from municipalities selected were trained in the protection of the four species; 341 municipal officials and 532 farmers were trained in good forestry and agroforestry practices for the conservation of the four endangered species (50.2% are women). In general, it is observed that training for civil servants is useful and applicable, for example, INDAP reports having gained access to knowledge and tools on conservation that complement the productive development approach of its professionals.

There is a broad awareness strategy; Environmental Education Programme guides for teachers, civil society and civil servants on the four species; and the design of a Diploma course for INDAP extension specialists who work on programmes together with the municipalities. The lessons learned from the pilots need to be systematised and good practices need to be installed in INDAP at the national level. This could be achieved through the agreement between the MMA and INDAP that is being drawn up to promote the implementation of sustainable practices in Family Farming at the national level.

b) Outcome 2: The populations of the four endangered species are stabilised thanks to reduced pressure on their habitats, land-use planning and biodiversity conservation management, including the following:

- The Nevados de Chillán Biosphere Reserve Management Plan has been formulated and approved.
- The proposal for the Nahuelbuta Biosphere Reserve is being drafted for submission to UNESCO. Further progress would require a consultation process as mandated by the Convention of the International Labour Organisation (ILO) with the leaders and local communities that live in the territory and adjacent areas, together with the commitment of CONAF and budget for its future administration.
- For the declaration of the Quebrada de Caramávida Sanctuary, a technical committee has yet to be set up with Forestal Arauco, the company that is the main owner of the entire territory. The community of the area has requested the company to prevent native forest logging to preserve the biodiversity of the area and avoid the contamination of water resources in a more tangible way and not only by fencing off areas of high conservation value so as to maintain forestry certification.
- According to the Spanish PRODOC version, 501,200 ha should be intervened, of which 300,000 ha correspond to Cordillera de Nahuelbuta, 1,200 ha to the Region of Arica y Parinacota as micro-reserves, and 200,000 ha to the Nevados de Chillán Reserves. However, the English PRODOC version (and the CEO Endorsement) set targets of 50,120 ha of direct intervention and 501,200 ha of indirect intervention (under management plans); hence, the project would be meeting the targets set.
- With regard to the number of specimens of the four endangered species population, the following had been considered as a baseline: 50 specimens of Darwin's fox, 80 specimens of Chilean huemul, 5,000 specimens of Keule, and 400 specimens of Chilean woodstar. The final goal was to guarantee the same population for each species through ecological corridors and good practices. The baseline considered was from 2007 and turned out to be uncertain and outdated. Despite the definition of monitoring protocols for each species, it would be necessary to develop methodologies with more accurate probabilistic data that include field monitoring in order to verify whether the number of individuals, at least, considered in the baseline for the four species, is maintained.
- **Outcome 3: Public policies and regional regulatory frameworks mainstream conservation criteria for the four endangered species based on the territorial management experiences of Component 2.:** In the northern macro zone, work is being done on the Community Development Plan and the Tourism Development Plan with the municipality of Camarones and on the drafting of municipal ordinances with Arica. In the southern macro zone, work on municipal ordinances is not

yet underway because a bidding process is required, which also implies carrying out citizen participation processes that have been suspended due to the pandemic. Given the large number of actors involved from different regions and the bi-regional control nature of some of the project's activities, it is evident that this macro zone is more dependent on the creation of the Biodiversity and Protected Areas Service, which has been under discussion for several years in Congress.² Progress should be made in defining governance at the regional or bi-regional level with support in minor actions on the part of the municipalities.³

c) Outcome 4: Results-based management approach of the implemented project: although compliance with the project's outcomes is reported to be within 30-40%, it is observed that this progress has always been based on effort and activities rather than on outcome progress.

13. In terms of output achievement per component there are different development levels:

➤ **Component 1: Raising awareness and capacity building in support of the protection of four endangered species in the regions of Arica y Parinacota and Biobío:**

Output 1.1.1. Four Mechanisms to disseminate updated and permanent information on the status of the four species, which prompt the commitment of local actors, productive sectors and the State for the conservation of biodiversity at local level: there is a communication strategy implemented by the project that has contributed to raising awareness of the need for habitat conservation of the Chilean huemul, Darwin's fox and Keule in the southern macro zone and Chilean woodstar in the north. (Progress 40%)

Output 1.1.2. Two environmental education programmes on the conservation of endangered species for civil servants in charge of agricultural extension, schools and civil society: there is an environmental education programme for students and teachers at municipal schools, civil servants and farmers of the selected municipalities, mainly in the Region of Arica y Parinacota. There is some delay in the number of civil servants trained. In addition, an online Diploma Course on 'Biodiversity and Sustainable Production: conservation and territorial approach' is being developed between FAO, MMA and INDAP to train professionals, technicians and municipal counterparts of the development programmes implemented by the Institute for Agricultural Development. (Progress 70%)

➤ **Component 2: Integrated territorial management based on good agroforestry and forestry practices aimed at the recovery of habitats of four endangered species in the regions of Arica y Parinacota and Biobío:**

Output 2.1.1 Planning tools for managing protected zones of influence through ecological corridors, mainstreaming biodiversity conservation criteria in productive forestry and agroforestry systems: in the Southern Macrozone there is a proposal for the declaration of the Nahuelbuta Biosphere Reserve, which is being drawn up with the first cycle of participation of communities and local authorities, comprising a total of 556,443 hectares. With regard to the proposal to create a Nature Sanctuary in the Quebrada de Caramávida, a technical committee was set up between the Regional Secretariat of the Ministry of the Environment of the Biobío Region and Forestal Arauco, its owners, and two petitions were submitted with 2,500 signatures from the community of Los Álamos to initiate the formal process of protection of the area. The Nature Sanctuary is being created on the 283-hectare El Natri estate and Contulmo Forest Reserve. The management plan for the zone of influence of the Nevados de Chillán - Laguna del Laja Biosphere Reserve has been implemented. In the Region of Arica y Parinacota, the management plan for the micro-reserves network (29.68 ha) is being put out to tender for completion in June 2021. (Progress 40%)

² Since 6 October 2020, the discussion in the Environment Committee of the Chamber of Deputies went from urgent to simple urgency processing: Bulletin 9404-12.:

<https://www.camara.cl/legislacion/ProyectosDeLey/tramitacion.aspx?prmid=9819&prmoletin=>

³ Municipalities could commit themselves to the dissemination of responsible pet ownership and vaccination not only to avoid the predation of protected species, but also to prevent the transmission of diseases to the Chilean huemul and Darwin's fox.

Output 2.1.2. Good agroforestry, conservation and biodiversity tourism practices implemented by local actors in protected zones of influence, habitats of the four endangered species: in Arica y Parinacota, five polygons have been designated as a micro-reserves network under the protection of the State of Chile for the conservation of the Chilean woodstar, the native flora nursery and growing and the post-reproductive monitoring of the species in the framework of the letter of agreement with AvesChile and the Ministry of the Environment. In the Southern Macrozone, progress has been made regarding Keule nursery and growing through an agreement with the Municipality of Tomé and the Seed Centre of the National Forestry Corporation for the restoration of sites burnt by forest fires. With regard to good agroforestry and tourism practices, these are promoted through training and direct work with landowners, public services and the community as a whole. 21 good practice pilots were established (18 pilots in the Southern Macrozone and 3 in Arica y Parinacota) for the four species in which 122 farmers are involved, 48.4% of whom are women. (Progress 50%)

Output 2.1.3. Systems for the recognition of good practices that contribute to biodiversity conservation: the aim was to implement two systems for the recognition of good practices for the conservation of endangered species through certification such as the Manos Campesinas seal of the Institute for Agricultural Development. During the implementation of the project, it transpired that this institution does not include biodiversity conservation in its certification criteria, as it only recognises products and not production processes. (Progress 20%)

Output 2.1.4. Public-private partnerships that support the implementation of good practices based on recognition systems and biodiversity conservation: public-private agreements have been concluded between the Ministry of the Environment and the Universidad de Tarapacá, the Municipality of Camarones, the National Association of Seed Producers, the Regional Secretariat of the Ministry of the Environment of Arica y Parinacota and the Municipality of Arica in the Northern macro zone. In the Southern macro zone, a collaborative work agreement between the Biobío Agricultural Development Institute and an agreement with the Seed Centre of the National Forestry Corporation. At the national level, work is being done on a collaborative agreement with the Ministry of the Environment to promote the incorporation of sustainable practices into family farming. (Progress 70%)

Output 2.1.5. Methodologies implemented and adapted for the conservation of the Darwin's fox on Chiloé Island (Los Lagos Region), Keule in Maule Region, and the Chilean woodstar, in Tarapacá Region: a monitoring protocol for the Chilean woodstar and a post-breeding monitoring report from AvesChile are being verified; a Chilean huemul monitoring protocol for central region is in the validation stage by a public and private committee⁴; a monitoring protocol for Keule and Darwin's fox is being developed. (Progress 40%)

➤ ***Component 3: Mainstreaming endangered species conservation criteria in public policy instruments and municipal regulatory frameworks in the regions of Biobío and Arica y Parinacota:***

Output 3.1.1. Species Conservation and Management Recovery Plans designed (Darwin's fox and Keule) and updated (Chilean huemul and Chilean woodstar) and under implementation: the Species Conservation and Management Recovery Plan for the Chilean huemul has been approved. Its implementation will be carried out over a 20-year horizon with an evaluation by the monitoring team after 10 years; in addition, a Plan for Darwin's fox is in the final drafting stage to be submitted to the Plans Committee of the Ministry of the Environment; a Plan for the Chilean woodstar has been updated and sent to the Ministry of the Environment for review; and a Plan for the Queule is under design. (Progress 50%).

Output 3.1.2. Five municipal ordinances mainstreaming conservation of endangered species in their territorial management: in the Region of Arica y Parinacota, a review of needs and collaboration to

⁴ La validación del protocolo de monitoreo para el huemul en Chile Central aún está pendiente y para ello se requiere la participación activa de los organismos correspondientes de la Región de Ñuble.

advance in the drafting of a municipal ordinance focused on the protection of the Chilean woodstar habitat with the municipalities of Arica and Camarones was carried out. In the Southern Macrozone no progress has been made regarding the formulation of ordinances. At least 3 municipal ordinances should be formulated, for which a call for bid from the municipalities with citizen participation will be put forward. *(Progress 20%)*.

Output 3.1.3. Funding proposals for the conservation of endangered species as part of land management: a technical proposal designed to secure funding from the Sustainability and Climate Change Agency; a proposal for a Voluntary Watershed Management Agreement for the management and conservation of the Ñuble River watershed and its biodiversity; and a Regional Biodiversity Conservation Policy for 2017-2030 developed under the co-financing framework of the Regional Secretariat of the Ministry of the Environment of the Biobío Region. *(Progress 30%)*

➤ **Component 4: Results-based management, monitoring, evaluation and dissemination:**

Output 4.1.1. Monitoring and evaluation (M&E) system, which provides constant information on the achievements regarding project outcomes and outputs: 40% progress in achieving the project outcomes; three biannual reports and two annual reports. (Progress 50%)

Output 4.1.2. Mid-term review and final evaluation completed and implementation and sustainability strategies in line with its recommendations: Mid-term review with significant delay as it was initially scheduled for the end of March 2019 and is being completed at the close of the project which had to be extended because of COVID19. *(Progress 40%)*

Output 4.1.3. Publication of good practices and lessons learned from the project: systematisation of the pilot experience of good agroforestry and tourism practices for each of the four species. *(Progress 10%)*

14. Among the **adjustments** needed to improve effectiveness in this second stage of the project, including the new context derived from the social unrest and the health emergency imposed by the COVID19 pandemic, it is important to establish mechanisms for online communication, work, training and consultancy in order to prioritise and guide actions to achieve the project outcomes and objectives. On the other hand, the health priorities for the authorities and civil society overlap with the demands arising from the context of the social unrest since October 2019, which could determine a prioritisation of financial resources to resolve more urgent social issues and priorities, both in the short and medium term, rather than those related to biodiversity conservation.
15. In terms of the contribution to the **overall objective** of the project 'To help change behaviour in the private productive sector, facilitate institutional coordination to include biodiversity values in public policies and promote the effective implementation of environmentally friendly regulations'; and the **environmental objective** of the project which is 'To integrate conservation criteria for four critically endangered species (Darwin's fox, Chilean huemul, Keule and Chilean woodstar) into the management of priority 'development frontier' territories in the Arica y Parinacota and Biobío regions', it is anticipated that both would be achievable by implementing the recommendations of this Review.

The **effectiveness rating of the project is Moderately Unsatisfactory (MU): Somehow the level of outcomes achieved is lower than expected or there have been significant deficiencies on the hectares committed for territorial management to ensure the stability of the four species; the uncertainty about the methodology for monitoring species populations; the unfeasibility of process certification in the short term and the need for results-based management.**

B.3 Efficiency:

To what extent has the project been efficient in terms of resources/time? To what extent did the project build on existing agreements, initiatives, data sources, synergies and complementarities with other projects to avoid duplication of similar activities?

16. As of 30 June 2020, the budget has been sufficient for the project activities, showing a 53% disbursement rate (considering executed and committed budget): USD1,283,143 out of USD2,411,416. In relation to the project's timeframe, an under-execution was identified, as 33 of the 36 months initially planned for the project had been completed by that date (91.2%). Therefore, the remaining 47% of the resources would be sufficient for the extension year approved by the GEF due to the pandemic (until September 2021) and the recommendation of the evaluation team for an additional one-year extension, until September 2022, in order to redirect the priorities and meet the outcomes at the end of the project.
17. In terms of the resources-time ratio: there is low progress in Outcome 2, in particular: Output 2.1.3. on good practices recognition is 20% of Component 2; Output 3.1.2. on five municipal ordinances and Output 3.1.3. on funding proposals of Component 3 show a 20% and 30% achievement respectively and Output 4.1.3. of Component 4 on good practices systematization is 10%.
18. The project has been able to attract new strategic partners through letters of agreement and multiple collaboration agreements with municipalities in other regions, the Biobío Forestry Corporation, IINDAP, non-governmental organisations such as AvesChile, universities, foundations, corporations and groups, optimizing the budget. Likewise, several private sector companies and the National Association of Seed Producers added new co-financing contributions, counterbalancing other organisations that left the project (Keule Foundation) or that have not participated as committed in the PRODOC (for further analysis of the co-financing of the project partners, see section 4.4).

The **efficiency rating of the project is Satisfactory**: *'The level of outcomes achieved is as expected or there have been no or minimal shortcomings'. The project has managed its budget efficiently; has attracted important partners such as the Institute for Agricultural Development; and has taken advantage of some synergies and complementarities with work carried out by the National Forestry Corporation, non-governmental organisations, universities, foundations, corporations and groups, which means that it has the necessary resources to achieve the greatest possible outcome, considering the one-year extension.*

B.4 Factors affecting project progress:

Is the project design logic coherent, clear and effective in achieving project outcomes? To what extent has the committed co-financing been delivered? To what extent has FAO provided supervision, guidance and support during identification, formulation, approval, initiation and implementation? Through what mechanisms have strategic partners, civil society organisations, non-governmental organisations, academia, local and indigenous communities and the private sector been involved in project formulation and implementation? How effective has the project been in communicating outcomes to its strategic partners and the general public? To what extent has the information generated by the M&E system been used to adapt, improve project planning and implementation and ensure sustainability? ?

19. **Design factors:** The project design provides a comprehensive view placing emblematic species at the centre of endangered species conservation and promotes improvements in production and tourism practices while working with public institutions, civil society and the private sector. However, the project was too ambitious for some outcomes and relied on the Biodiversity and Protected Areas Service which has not yet been created and on the declaration of the Nahuelbuta Biosphere Reserve. The project management plan did not consider the time needed for community work, nor did it foresee that achieving certification that endorses and values good practices in production processes that implement conservation strategies, would require a longer period of time, which is not expected to be achieved within the timeframe of the project. Its design considered as a baseline population data from 2007 as a measure for the four species, which could be significantly different from that at the start of the project in 2017. In addition, halfway through the project, the

methodologies for monitoring and population calculation are still being defined and standardised, which makes it difficult to have clarity at the end of the project on the number of individuals per species in the areas where the project is operating.

20. **Implementation factors (role of the GEF agency):** The 9–10-month delay in project set-up, which is due to a number of factors (see section 4.4 for more detail), is a relevant aspect when considering the delays in the delivery of certain outputs, which was also aggravated by the context of social unrest and pandemic-driven restrictions.
The support provided by the FAO Representation in Chile to the project has been mainly for the coordinating team, offering technical assistance, through the FAO RLC LTO team, and administrative support. In the first year of implementation, the regional coordination had a territorial approach and a more autonomous start-up. Then, more intense support was provided by the LTO and the FAO Representation in Chile, which focused on strengthening the coordination capacities, to create a more systemic approach, focusing efforts and vision on the achievement of outcomes and objectives, and with less emphasis on scaling up and reporting per activities. Coordinators were also trained in gender equity.
21. **Implementation factors:** An analysis of the project budget execution shows that the amount executed as of 30 June 2020 is USD1,089,169 out of the overall total of USD2,411,416, leaving an available cash fund of USD1,322,247. At the date of the Mid-Term Review, as of 30 June 2020, only **45% of the actual expenditure** has been executed. The low level of expenditure is partly due to the pandemic.
22. With regard to co-financing, it can be seen that the actual total amount realised in cash and in kind by the partners as of 30 June 2020 is USD1,347,257 out of a provisional total of USD6,610,611, which represents 20.37% of the expected amount. There is a remarkable difference in the amounts committed both in cash and in kind, which is partly due to the limited execution (50% of the expected amount) of some key partners such as CONAF and FAO itself and an exceptionally low contribution of private partners (around 10%).
23. Regarding **partners' participation**, there is interest and participation of the current project partners (Regional Secretariats of the Environment (SEREMI), CONAF, SAG, municipalities, among others) and there is a commitment to give long-term continuity. However, communication has been primarily bilateral between the coordinators and the partners in each region, so it is necessary to promote exchange among partners, beyond the specific meetings in the framework of the committees (Regional Technical Committees, the Subcommittees of each species and the National Steering Committee).
24. As regards public audiences, there has been wide dissemination and communication of the project and the species, through digital and printed press, websites, videos and social media. Raising awareness and environmental education material has been produced and distributed to civil society, officials and teachers.
25. The M&E system: despite there is a special monitoring component, it does not work as such, nor is there a person in charge of this function, which has resulted in limited use of monitoring tools focused on outcomes. Reports focus on the progress of multiple activities. There has been a low level of knowledge management and timely use of lessons learned by partners, as well as a long delay in conducting the Mid-Term Review.

The **rating of factors affecting the project progress is: Moderately Satisfactory (MS):** *While this is a comprehensive project that brought together a wide range of actors towards a common goal, it was ambitious in its design and relied implicitly on the support of the Biodiversity and Protected Areas Service; it lacked a strategy for approaching local communities and there are shortcomings in the M&E system. However, all these issues have not been a substantial limitation and can be reoriented during the second phase of the project.*

B.5 Sustainability:

Is there a clear strategy and visualisation of funds to ensure continuity? Are there any risks that affect the project's potential achievements at the financial, socio-economic, institutional, governance and environmental levels?

26. The following internal and external risks or potential sustainability issues are identified:

- *Governance risks:* There is an incipient regional governance, as a long-term strategy has not yet been developed, which is of vital importance for the next stage of the project. Agreements have been reached within the framework of the project and certain outcomes are likely to continue, such as the conservation guidelines set out in the Community Development Plan and the Tourism Development Plan with the Municipality of Camarones and the municipal ordinances with the Municipality of Arica; the agreement with the Institute for Agricultural Development for the institutionalisation of biodiversity conservation practices; the integration of the Environmental Education Guide for capacity building of teachers, officials and monitors; and the development of the Species Conservation and Management Recovery Plans that would ensure a 15 to 20-year species protection framework.
- *Socio-political risks:* Because of the social unrest across the country, the escalation of the Mapuche conflict and the pandemic, the public agenda features a wide range of outstanding issues as government priorities, and biodiversity conservation is expected to be pushed down to a lower level of urgency. This shift in priorities could also prevent the creation of the Biodiversity and Protected Areas Service in the short term or make it difficult to promote the Nahuelbuta Biosphere Reserve.
- *Environmental risks:* The stress factors on the species and the territory still prevail, making the species and the territory equally vulnerable. The impact of the project on the number of individuals per species is not yet clear, nor is the population trend, which is a crucial issue for the project in order to share good agroforestry, farming and tourism practices and encourage partnerships. Factors such as droughts, floods, fires and other factors related to the acceleration of climate change increase the vulnerability of the species and their habitats.
- *Financial risks:* Funding sources such as Green Funds, National Regional Development Funds and some municipal resources for small actions are being analysed. However, the potential funding options are unlikely as there is no joint strategy. There are sufficient resources for the second stage of the project, including the one-year extension, but there is no clarity on the roadmap for positioning the project theme and how to obtain more long-term funding. On the other hand, health priorities for the authorities and civil society overlap with the demands arising from the social unrest since October 2019, which could determine a prioritisation of financial resources to solve more urgent social issues and priorities, both in the short and medium term, rather than those related to biodiversity conservation.

The **risk assessment for the sustainability of the project is Substantial⁵: *Although there are sustainable products and partners' willingness, no clear mechanisms are in place, nor is there a macro-level replication or scaling up of experiences and outcomes.***

B.6. Crosscutting dimensions:

To what extent have gender equity principles been promoted during project design and implementation? Is it contributing to the empowerment of youth, minority groups and local people? Was the consent of indigenous communities sought? To what extent have the environmental and social concerns been mainstreamed into the project design?

⁵ The Executive Summary applied the 2017 GEF rating for Sustainability Risk: (L) Low, (M) Moderate, (S) Substantial, (H) High and (IE) Impossible to Evaluate, compatible with the rating used on the GEF website to upload evaluation reports. This rating, although different from the one used in the body of the Report, keeps the same rating on the sustainability criterion.

27. In terms of **gender equity**, the project aimed for ensuring 40% women's participation. During project implementation, a significant women's participation was achieved given their interest in training, in decision-making processes regarding the signing of the Free, Prior and Informed Consent, and in the work at the pilots given the profile of the female users of the Institute for Agricultural Development, reaching a women's participation rate close to 50%.
28. As far as **young people** are concerned, there is only evidence of training for children through the Environmental Education Programme guides, school field visits and some participation in a few activities such as the Chilean Huemul Marathon.

Gender rating: Moderately satisfactory (MS): The project tried to ensure 40% women's participation in training activities and their participation in pilot activities was spontaneous.

29. With the **indigenous communities**, although by mandate of FAO and the GEF, the Free, Prior and Informed Consent should have been applied during the first year of project implementation, some of them were applied later. Rather than a genuine process of information delivery and consultation with the indigenous communities, they were a kind of workshop convened by the municipalities to inform about the activities to be carried out by the project in the area, to clear up doubts and to gather some complaints from the neighbours. In the area where the Quebrada de Caramávida Sanctuary would be created, there are no indigenous communities settled in the Cordillera, but rather families of Mapuche origin related to rural neighbourhood councils. In terms of the consultation process for the creation of the Nahuelbuta Biosphere Reserve, the indigenous and local communities do not oppose the project as such, but rather to certain activities about which more information and a better approach to the territorial actors would have been required.
30. Regarding the **local communities** in the Southern Macrozone, more assertive communication is required for a better knowledge of all the actors working for the project and a proper understanding of the figures of the Nahuelbuta Biosphere Reserve and the Quebrada de Caramávida Sanctuary in order to avoid distrust and conflicts among neighbours. In the North, a better approach would have been needed with the communities regarding the use of land for the micro-reserves.

Human rights rating of minority groups, indigenous peoples and local communities: Unsatisfactory (U): No solid work has been carried out with local actors to achieve greater involvement of leaders representing the communities, avoid conflicts and distrust among neighbours and build greater ownership.

31. With regard to environmental and social safeguards, all necessary precautions were taken to ensure workers' safety and protection, both in terms of health restrictions due to the pandemic and to prevent field accidents.
32. The project design did not consider the historical Mapuche conflict which, in the event of a cyclical upsurge, could affect the mobility of the project team and the National Forestry Corporation professionals to inform and consult on the creation and management plan of the Nahuelbuta Biosphere Reserve in the localities adjacent to one of the most conflictive zones between Cañete and Tirúa. A map of local actors for both regions would have been required at the beginning of the project to have a better understanding of the territorial problems and to talk to the future beneficiaries before the implementation of the project.

Social and environmental safeguards rating: Moderately Satisfactory (MS): The variable of the historical Mapuche conflict was not considered in the project design. A map of local actors for

both regions would have been required at the beginning of the project in order to have a better understanding of the territorial problems.

33. In terms of knowledge management and socialisation, there is wide media coverage and good raising awareness material. However, there is a lack of a communication strategy and exchange between all actors and between the two regions.
34. Knowledge management is limited. The lack of timely use of the knowledge acquired is evident, with limited efficiency to detect problems and find mitigation measures or take advantage of experience and lessons learned along the way. Therefore, it is considered that the M&E system has not been fully adequate and is understood more as a mechanism to keep organised and up to date information than as a true form of feedback, adaptive management and knowledge management.

All in all, **the crosscutting dimensions rating is: *Moderately Unsatisfactory (MU): In some ways the level of outcomes achieved is lower than expected, showing low efficiency, especially due to a lack of: a better understanding of the needs of beneficiaries, better deployment and work at territorial level, clearer and more assertive communication to avoid misunderstandings with neighbours in both regions, and a genuine procedure to obtain Free, Prior and Informed Consent before project implementation.***

C. Lessons learned

In terms of achievements and positive experiences the following stands out:

- ❖ *Bringing together wills under a common effort*, including national, regional and local governmental actors, NGOs, academia and the private sector to establish a comprehensive view, joint work and coordination towards biodiversity conservation.
- ❖ The Diploma Course 'Biodiversity and Sustainable Production: conservation and territorial approach', among the *main tangential replicable outcomes* which paves the way for installing and strengthening capacities of the agricultural staff, officials and extension specialists of the Institute of Agricultural Development for the adoption of good biodiversity conservation practices at the national level. It is also expected that it could have an influence on municipal officials in the adaptation of their Municipal Development Plans.
- ❖ Including the *Environmental Education Programme* guides in the Ministry of Education syllabus to develop skills and knowledge of professionals working as extension workers, species monitors, civil servants and neighbours, is a major achievement of the project, like the outdoor experiential methodology implemented in the schools.
- ❖ Making use of *pre-project knowledge and information*, gathering data and field experiences from existing organisations and academics was a wise decision, as it allowed to start from what was already built, avoiding duplication of efforts.

D. Conclusions:

35. **Conclusion 1 (Relevance): The project is relevant for partners and key actors and is in line with the national and regional needs of the Government of Chile on sustainable development and biodiversity protection, with the strategic priorities of the GEF, FAO, the 2030 Agenda and the Aichi Targets. However, there are areas for improvement in terms of a better diagnosis of the needs of the communities and the priorities of the territories themselves. Since the end of last year, the project activities have been affected by the social unrest and the COVID pandemic, which pushed the social and health agenda to a higher priority in detriment of the**

environmental agenda, so it would be necessary to consider an action plan to take advantage of the moment to reposition the project.

36. **Conclusion 2 (Effectiveness):** In terms of Outcomes, the project has made the following progress:

- **Outcome 1:** A comprehensive raising awareness strategy is in place; a significant number of people were trained in the framework of the Environmental Education Programme and a diploma course was developed for good practices' capacity building. However, the interface between the Public Information System and the National Environmental Information System needs to be defined and lessons learned from the pilots need to be synthesised.
- **Outcome 2:** In terms of territorial management, there is evidence of the installation of 21 demonstrative pilots, over an area of 96,473.8 hectares (20%). There is uncertainty due to the lack of clear monitoring methodologies to determine whether the number of individuals per species has been maintained, reduced or increased.
- **Outcome 3:** Species Recovery, Conservation and Management Plans and monitoring protocols are expected to be achieved by the end of the project, ensuring a public conservation policy for 12 to 20 years. There is clear progress in establishing policies and regulatory frameworks in the North with the collaboration of PLADECO and PLADETUR of Camarones and the formulation of ordinances with the Municipality of Arica.
- **Outcome 4:** Results-based management and its priorities is scattered, and accountability focuses much more on the activities than on outcomes and objectives. There are problems in monitoring mid-term and final targets and there is a long delay in the Mid-Term Review.

37. **Conclusion 3 (Effectiveness):** The following progress is observed per component:

- **Component 1:** *Raising awareness and capacity building in support of the protection of four endangered species in the regions of Arica y Parinacota and Biobío (50% on average):* regarding the Four Mechanisms to disseminate updated and permanent information on the status of the four species which prompt the commitment of local actors, productive sectors and the State for the conservation of local biodiversity (Progress 40%), two environmental education programmes for the conservation of endangered species aimed for civil servants in charge of agricultural extension, schools and civil society (Progress 70%) and six tools to implement good agricultural, livestock, forestry and tourism practices at the community level (Progress 40%).
- **Component 2:** *Integrated territorial management based on good agroforestry and forestry practices aimed at the recovery of the habitats of four endangered species in the regions of Arica y Parinacota and Biobío (44% on average):* planning tools for managing protected zones of influence through ecological corridors, mainstreaming biodiversity conservation criteria in productive forestry and agroforestry systems. (Progress 40%); good agroforestry conservation and biodiversity tourism practices implemented by local actors in the protected zones of influence, habitats of the four endangered species (Progress 50%); systems for the recognition of good practices that contribute to the conservation of biodiversity (Progress 20%); public-private partnerships that support the implementation of good practices based on recognition systems and biodiversity conservation (Progress 70%); and methodologies implemented and adapted for the conservation of Darwin's fox in Chiloé Island (Los Lagos Region), Keule, in Maule Region, and the Chilean woodstar in the Tarapacá Region (Progress 40%).
- **Component 3:** *Mainstreaming endangered species conservation criteria in public policy instruments and municipal regulatory frameworks in the regions of Arica y Parinacota and Biobío (33.33% on average):* in Recovery, Conservation and Management Plans designed

- (Darwin's fox and Keule) and updated (Chilean huemul and Chilean woodstar) and under implementation (Progress 50%); five municipal ordinances that include the conservation of endangered species in the territorial management (Progress 20%); and Funding Proposals for the conservation of endangered species in the territorial management (Progress 30%).
- **Component 4: Results-based management, monitoring, evaluation and dissemination (33.33% on average):** monitoring and evaluation system that provides regular information on project outcomes and outputs (Progress 50%); Mid-Term Review and final evaluation carried out and implementation and sustainability strategies adjusted to its recommendations (Progress 40%); and good practices and lessons learned from the project published (Progress 10%).
38. **Conclusion 4 (Effectiveness):** Adjustments to the planning of the activities scheduled for this second stage of the project are necessary, due to health reasons and new priorities arising from the social context resulting from the pandemic and the so-called 'social unrest' on 18 October 2019, as well as better overall coordination between all actors reporting on the progress of the project outcomes.
 39. **Conclusion 5 (Effectiveness):** In terms of the contribution to the environmental objective of the project, a major outcome has been that the four endangered species have been placed on the public agenda as a unifying element of a wide range of public and private actors in order to bring about a change in production systems towards a conservation approach.
 40. **Conclusion 6 (Efficiency):** An efficient and transparent management of the budget is confirmed, as the budget is 53%, leaving 47% for the extension year granted by the GEF because of the pandemic and for another year extension until 30 September 2022 recommended by the review team so that they can redirect their priorities and meet the outcomes at the end of the year.
 41. **Conclusion 7 (Efficiency):** Regarding Outcome 2 on territorial good practices management, the project was quite ambitious as, at the time of project implementation, the territorial reality was unknown. In this second stage, it would be necessary to redefine and prioritise actions and scope in terms of the achievements on the area committed for the four species and the good practices certification by the Institute of Agricultural Development according to the recommendations of this Mid-Term Review.
 42. **Conclusion 8 (Efficiency):** The project has attracted new strategic partners such as municipalities from other regions, INDAP, non-governmental organisations, universities, foundations, corporations and groups that had already been carrying out studies and field work prior to the project for the protection and monitoring of the four species, as well as other co-financing contributions.
 43. **Conclusion 9 (Factors affecting project progress):** The project has brought together actors who have traditionally worked in parallel towards the common goal of good production practices under a biodiversity conservation approach. The design was implicitly based on the support of the Biodiversity and Protected Areas Service, which is not yet established, and it had some outcomes that were complex to achieve, hence a better time and resource forecast was lacking. A better strategy in approaching local communities would have been desirable and there are shortcomings in the M&E system resulting in poor knowledge management. However, these issues have not been a limiting factor, and can be redirected during the second phase of the project for a better performance with the one-year extension, as there is sufficient commitment, learning and resources to do so.

44. **Conclusion 10 (Sustainability):** Partners are committed to the continuity of the project and the sustainability of some of the outcomes seems to be feasible; however, there is a lack of clarity on a long-term strategy and the need to define a financial and management plan that considers the pandemics and social unrest that may reduce the governmental resources available for conservation. In this second stage, mechanisms should be consolidated to commit them in the public activity at the national level.
45. **Conclusion 11 (Crosscutting Dimensions)**
- **Gender:** The participation of women in training activities, decision-making workshops and as beneficiaries of the demonstrative pilots was ensured, with a participation level of around 50%.
 - **Human rights of minority groups and local communities:** although eight workshops were held during implementation to apply Free, Prior and Informed Consent with some local communities in both regions, there was no consultation process as mandated by ILO Convention 169. More solid work with all local actors is required to ensure greater involvement of leaders representing the communities, to avoid conflicts and distrust among neighbours and to promote greater ownership of the project.
 - **Environmental and social safeguards:** all necessary precautions were taken in terms of safety and protection of field professionals, as well as compliance with health restrictions due to the pandemic.

In summary, with regard to the **Overall Project Rating: *Given that the project was rated Satisfactory in terms of relevance and efficiency and Moderately Unsatisfactory in terms of efficacy, the overall rating of the project is: Moderately Satisfactory (MS): Although the project shows some delay in certain outputs and outcomes and some of them are expected to be unfeasible in the short term, there are resources to continue for another year, redefining priorities and goals that are achievable in the remaining period without sacrificing any of the outputs.***

Table of GEF Criteria Rating System

GEF Criteria/sub criteria	Rating	BRIEF COMMENTS
A. STRATEGIC RELEVANCE		
A1. Overall strategic relevance.	S	In line with 2030 Agenda (4, 12, 15 and 17) and partners' agendas.
A1.1. Alignment with GEF and FAO strategic priorities.	HS	Aligned with the Global Environment Facility and FAO.
A1.2. Relevance to national, regional and global priorities and needs of beneficiaries.	S	The project is relevant for the actors, but there is a lack of better alignment with the needs of the territories.
A1.3. Complementarity with other ongoing interventions.	MS	There was synergy with interventions in regions; lack of the best use of complementary initiatives: GEF, WWF, UNDP, UNEP projects.
B. EFFECTIVENESS		
B1. Overall evaluation of project outcomes.	MU	To some extent, the level of outcomes achieved is lower than expected or there have been significant shortcomings in terms of hectares committed, lack of clarity about the stability of the populations of the four species, unfeasible process certification and more results-based management is required.
B1.1 Delivery of project outputs.	MS	MS: There are delays in the following outputs: good practice manuals, number of hectares committed, methodologies to ensure the stability of the four species, certification by seals,

		municipal ordinances, proposals for regional funds and systematisation of good practices. (In the RECOGE and Hectare Plans there is a setback in the level of achievement declared in the 2019 PIR).
B1.2 Progress in project outcomes and objectives.	MS	The four species were successfully brought to the fore as a unifying element of actors for conservation-oriented production. Progress towards the environmental objective: partly secured with RECOGE plans for 10-12 years. It is necessary to secure habitat for the conservation of the four species and greater support from long-term public policies to change production systems.
- Outcome 1:	MS	Broad raising awareness strategy with extensive coverage and a great number of people trained. It is necessary to systematise the lessons learned from the pilots and to ensure that good practices remain within the territory.
- Outcome 2:	U	There is no clarity to guarantee the stability of the population in corridors, as current monitoring technology and protocols will only provide information on presence or absence of individuals in specific sites, but not on whether the population has been maintained, reduced or increased. In terms of certification by seals, INDAP should internalise the guidelines on good practices at the national level and this recognition should be granted by processes.
- Outcome 3:	MU	Work is being done in PLADECO and PLADETUR only in the North with the Municipality of Camarones and in Arica with ordinances. The Southern Macro zone has to define levels of governance as it is much more dependent on the creation of the SBAP.
- Outcome 4:	MS	Management is more focused on activities than outcomes.
- Overall assessment of progress towards project outcomes and objectives.	MS	The outcomes and objectives of the project are expected to be achieved through prioritisation of actions and extension of deadlines.
B1.3 Likelihood of impact.	Not valued in the MTR	--
C. EFFICIENCY		
C1. Efficiency	S	Synergies were used for co-financing and it is feasible to achieve the certain outputs that are lagging behind with the one-year extension.
D. FACTORS AFFECTING PERFORMANCE		
D1. Project design and maturity.	MS	Four emblematic species were put to the fore and the productive sector was linked to conservation; although it was ambitious in the intended outreach and was based on non-existent SBAP.
D2. Quality of project implementation.	MS	The project has positioned the conservation of species and has brought together actors; more FAO support for coordination and more grassroots work was lacking at the outset.
D2.1 Quality of project implementation by FAO (PR, OTJ, EDP, etc.)	MS	A significant effort was made in terms of engagement, but there was a lack of advice on results-based management and working with communities.

D2.1 Project monitoring (PSC, project working group, etc.)	MS	There was close support from the LTO and capacity strengthening of the coordinators; this support was lacking in the first year of the project.
D3. Quality of project implementation.	MS	There is substantial progress in component 1; components 2, 3 and 4 show outputs and outcomes delayed or difficult to achieve.
D3.1 Project implementation and management (PMU and partners performance in implementation, management, contracting, etc.)	MS	Small team for the planned activities.
D4. Financial management and co-financing.	MS	The budget has been efficiently spent and there are multiple low-cost co-financing agreements.
D5. Project partnerships and stakeholder's participation.	S	There has been interest and dialogue among partners, although the relationship has been more bilateral than collective. INDAP participated as a strategic partner.
D6. Communication, knowledge management and knowledge products.	MU	There was wide media coverage and good raising awareness material. There is no community communication strategy. More communication and exchange between all actors and between both regions are needed. Knowledge management is limited.
D7. Overall quality of the M&E	MS	Reports were established and finished. MTR delayed. Lack of adaptive management and knowledge management.
D7.1 M&E design.	MS	The project design stipulates M&E as a periodic reporting system. There is no good use for knowledge management.
D7.2 M&E implementation plan (including human and financial resources).	MS	There are sufficient resources for the M&E system. There is a lack of staff for M&E and knowledge management.
D8. Overall assessment of factors affecting performance.	MS	This is a comprehensive and broadly participatory project. However, there have been some shortcomings in design, communication, M&E system and knowledge management.
E. RISKS TO PROJECT OUTCOMES SUSTAINABILITY		
E1. Likelihood of risks to sustainability.	U	No clear long-term strategy and financial plan. Context of pandemic and social unrest.
E1.1. Financial risks.	MU	Funds are available, but no clear strategy to obtain them.
E1.2. Socio-political risks.	U	Context of pandemic and social unrest where the environment moves down in government agenda.
E1.3. Institutional and governance risks.	MU	SBAP is not approved; RBN is not a priority. There is no strategy for decision-makers and officials' turnover. Incipient regional governance for the project.
E1.4. Environmental risks.	U	Pressures on species and territory continue and climate change accelerates.
E2. Acceleration and reproduction.	ML	Probable sustainability of some outcomes: institutionalisation of practices in INDAP guidelines. Environmental Education Guide included in the curricula. However, at the macro level, there is no clear way of replicating experiences and outcomes.
F. CROSSCUTTING DIMENSIONS		
F1. Gender and other equality dimensions.	MS	More than anything else, efforts were made to ensure 40% participation of women in training activities. It would be necessary to include young people.
F2. Human rights.	I	There have been 4 FPICs in the North, 4 in the South and one not signed due to lack of representativeness.

		The FPICs should have been completed before the project was implemented. A better approach to territorial actors is required, providing clear information to avoid conflicts with neighbours and to ensure greater ownership.
F2. Environmental and social safeguards.	MS	Safety precautions for workers in the field to prevent accidents and the impact of the pandemics. The Mapuche conflict was not considered. More knowledge of the territorial context and talking to future beneficiaries prior to project implementation would have been required.
Overall project rating.	MS	Given that the project was rated Satisfactory in terms of relevance and efficiency and Moderately Unsatisfactory in terms of efficacy, the overall rating of the project is: Moderately Satisfactory. Although the project exhibits some outputs and outcomes with delays and some of them are anticipated to be unfeasible in the short term, it has the resources to continue for another year, redefining priorities and goals that are achievable in the remaining period without sacrificing any outputs.

E. Recommendations:

46. With regard to recommendations and sub-recommendations the review team notes the following:

i. Recommendations about *strategic relevance*:

To FAO Chile, FAO Regional, Project Coordinators and Partners:

- a) Further alignment with 2030 Agenda targets and the Aichi and post-Aichi targets to be defined in 2020.
- b) Consider a strategy and action plan to demonstrate timely alignment with the needs of local communities and territorial actors from a comprehensive approach to sustainable development of good productive practices and biodiversity conservation.

ii. Recommendations about *effectiveness*:

To FAO Chile, Project Coordinators and Partners:

- a) For the first half of 2021: communication and meeting with all the stakeholders to define the scope and establish what can be achieved during the second phase, prioritising the most strategic aspects and the achievement of better outcomes. Establish remote communication, lines of work and advice during the pandemic.
- b) Enter into agreements with institutions or social entities, with their own budget, to take charge of the administration of the reserves, sanctuaries and monuments in the southern macro zone and the network of micro-reserves in the north of the country.
- c) Define and standardise methodologies, protocols and technology to be used to guarantee the adequate estimate of baselines and future monitoring of the populations of the four species. Adopt the use of more accurate probabilistic models such as the Presence software with a team trained to fuel the model and to monitor field work. Develop habitat studies applied to the Chilean woodstar, Darwin's fox and on the survival rate of the Keule.
- d) Translate the good production system practices into public educational, agroforestry and tourism policies focused on long-term sustainable conservation, through negotiations with the Institute for Agricultural Development, so it could include the good practices at the national level in its statutes in this second stage and define methodologies and tools for future certification of processes.

To FAO Chile, LTO, Project Coordinators and Partners:

- e) With regard to territorial management of ecological corridors for the species during these two years, it is necessary to focus on agreements and actions to consolidate conservation landscapes:
- Work with local leaders and communities to secure the committed hectares and advance in the Nahuelbuta Biosphere Reserve and the Quebrada de Caramávida Sanctuary to secure the habitat of the Darwin's fox and Keule.:
 - Plan A: Completion of the Nahuelbuta Biosphere Reserve file based on sound territorial consultation. Get the support of the Regional Government, the Regional Secretariat of the Ministry of the Environment and the National Forestry Corporation of Biobío and Araucanía, together with a fund for the administration of the Reserve, at least until the creation of the Biodiversity and Protected Areas Service, and a commitment to a future management plan with established timelines and resources.
 - Plan B: For the creation of the Quebrada de Caramávida Sanctuary, it is necessary to advance in the negotiations with Forestal Arauco company and the local community through a process of consultation.
 - For the Chilean woodstar the final committed hectares should be secured through a system of micro-reserves connected by corridors that allow the adequate feeding, reproduction and movement of the individuals considered for this species.
 - Prioritise actions, management and planning on other sites in order to ensure the habitat required for feeding, reproduction and mobility of the individuals considered for each species according to the specialists' advice.

iii. Recommendations about efficiency:

To FAO Chile, Project Coordinators and Partners:

- a) It is recommended to extend the closure deadline for another year, i.e. until 30 September 2022, to redefine and prioritise actions in this second phase, to do better, as much as possible, in the direct area committed for corridors of the four species and the certification of good practices by the Institute of Agricultural Development.

To FAO Regional, FAO Chile, Project Coordinators and Partners:

- b) To connect the project with other actors working on biodiversity conservation such as the World Wildlife Fund, the United Nations Environment Programme and the United Nations Development Programme for a better positioning of the project.

iv. Recommendations about factors affecting performance:

To FAO Chile, Project Coordinators and Partners:

- a) There is a need for better communication on progress between the parties to make joint decisions as a single project. Define a long-term strategy, redirect resources according to the priorities established for this second phase and its continuity, as well as raising awareness among authorities at national, regional and local levels. During the pandemic, establish communication mechanisms and online work with partners; training and online advice to beneficiaries.
- b) Establish mechanisms for consultation and assertive information to avoid mistrust and conflicts with neighbours, especially in the territories where the pilots are to be replicated or new polygons for the micro-reserves are to be allocated, in order to achieve adequate community ownership. Reinforcement through dissemination in local media, social networks and community radio stations.
- c) Hire a monitoring and evaluation professional to coordinate the M&E system for proper knowledge management with outcome-based work and have close guidance of FAO's M&E area.

To National Project Management, Coordinators and Partners:

- d) It is necessary to improve the general coordination between the regions as a single project. The National Project Management should take on this role in order to promote communication channels between both regional coordinators and actors involved in the regions, creating virtual meeting points

and information spaces as an option in the current context. Thus, all actors should be informed about the project progress and outcomes; a joint planning should be carried out on the financing of both regions, the impact on public policies and programmes, sustainability and the contribution to 2030 Agenda 2030, etc. Likewise, a coordinator should be appointed to reinforce the action and participation of actors from Ñuble Region.

To Project Coordinators and Partners:

- e) With regard to the community, a strategic and constant communication plan is required to keep the four species on the agenda, as each new endangered species, such as the tern in the north, tries to attract attention by downgrading the priority of the other species in the social imaginary.

To FAO and GEF:

- f) In future projects design, make an adaptation before their implementation, based on a real diagnosis of the territorial needs according to current legislation and existing institutions, organisations, etc., at the time of their design.

v. Recommendations about **sustainability and replicability:**

To FAO Chile, Project Coordinators and Partners:

- a) Define a regional or bi-regional governance level that includes working with the municipalities in adapting their Community Development Plans, Tourism Development Plans and municipal ordinances on responsible pet ownership, vaccination, community outreach, etc.
- b) Concentrate efforts on finalising the Species Management, Conservation and Recovery Plans, monitoring protocols for the four species, as well as try to identify and secure regional funds, international green funds for their continuity.
- c) Put the environmental and the four species conservation topics on the agenda of regional government and mayor candidates for 2021 and during the process of Constitutional reform.

vi. Recommendations about **crosscutting dimensions:**

To FAO Chile, Project Coordinators and Partners:

- a) Gender: During the second phase, continue to promote spaces for greater equity and female participation in all areas with the advice of the FAO Focal Point on gender and local communities. A monetary incentive or recognition could be considered for the rural women of the Chilean woodstar pilots for the maintenance of the flower strips or, in the case of pilots of other species, to promote a more active participation in micro tourism enterprises as a reward for their work overload between household chores and pilot activities. Also, promote the recruitment of an equal number of men and women as rapporteurs and professional consultants. Ensure women's participation during the decision-making process on equal grounds of than men, giving their opinions and respecting their customs and traditions. Review the quality of all awareness and dissemination material produced by the project ensuring the proper use of gender-neutral language in all aspects.
- b) For the work with local communities, indigenous populations and minority groups such as the Afro-descendant community: designate a professional with experience in territorial work, especially in dealing with Mapuche communities, to request information on the grassroots organisations in the municipal offices of the leaders or representatives for the consultation processes for the RBN or Sanctuary of Caramávida in Cordillera de Nahuelbuta.
- c) Young people : Dissemination through ad hoc social media, such as Instagram or Tik Tok, to get youth more involved and engage their interest in volunteering activities.
- d) Environmental and social safeguards: Establish field work protocols during the COVID19 pandemic.
- e) Tourism: Design contingency plans with the National Tourism Service for small-scale tourism development to ensure that the four protected species are not disturbed and are adequately protected during and after the pandemic.

To FAO and GEF:

- f) In the future, and as established in FAO's Indigenous Peoples and Gender policies, an informed consultation process should be carried out with the communities, applying Free, Prior and Informed Consent before the implementation of projects and ensuring gender equity, beyond the percentage of women's participation in all aspects: training, decision-making processes, number of rapporteurs and professionals hired for consultancies, considering the compatibility of the schedule of activities with home and childcare, quota of participation in the pilot for female heads of households, as well as the use of inclusive language and minority groups in all communication pieces.
- g) It is recommended that, in the future, FAO project teams and implementing partners ensure that there is a single version of PRODOC, both in English and Spanish, in line with what was approved by the GEF in the approval document, so that when any change occurs during the implementation of the project on any of the goals or indicators, there is a record of such change and it is possible to carry out a fair follow-up beyond the project officers' turnover.

1. Introduction

1.1 Purpose and scope of the MTR.

1. The Mid Term Review (MTR) of the GEF Endangered Species Project was included in the project document (PRODOC), within the framework of the Global Environment Facility (GEF) requirements, and is conducted for the purpose of accountability, learning, getting recommendations, and improving its efficiency and efficacy.
2. The recommendations of this review will be decisive for corrective measures, if necessary, in the overall implementation of the project and in its intervention strategy for the second half of the project in order to ensure the achievement of the expected outcomes within the timeframe and the dissemination of learning for another similar Project.
3. The review focused on assessing i) the project relevance, its alignment with the priorities of the national government and priorities of the Food and Agriculture Organisation of the United Nations (FAO) and the GEF, as well as its alignment with the beneficiaries' needs; ii) the project performance (its efficiency); iii) the outcomes (its efficacy), the potential impact; iv) the long-term sustainability, as well as v) the factors affecting its implementation, including its design, the monitoring and follow up system, and mainstreaming gender, stakeholder participation, including Indigenous Peoples.
4. The end users of the review are the project team, members of the Steering Committee, the Ministry of the Environment (MMA) and its regional representatives, the Regional Environmental Secretariats (SEREMI), the National Forestry Corporation of Chile (CONAF), the Agricultural and Livestock Service of Chile (SAG), local organisations, community beneficiaries and FAO and GEF.
5. *Temporal and territorial scope:* from October 2017 to June 2020. Information was gathered through interviews with key actors located in Santiago, as well as interviews and focus groups with key actors and beneficiaries in the Region of Arica y Parinacota in the North of the country and the regions of Biobío, Ñuble, Maule and Araucanía, hereinafter the Southern macro zone. It should be noted that the Mid-Term Review was conducted during a period marked by the COVID-19 pandemic that affected the work in several agencies and institutions due to the strong mobility restriction in order to stop the contagion.
6. Main Project actors:
 - Key Project partners:**
 - Implementing agency: Food and Agriculture Organization of the United Nations (FAO) in Chile.
 - Executing partner: Ministry of the Environment (MMA).
 - Co-financing partners: National Forestry Corporation (CONAF) and Chile's Livestock and Agricultural Service (SAG).
 - Strategic partners: Institute of Agricultural Development (INDAP); National Tourism Service (SENATUR); Ministry of National Assets (MBN); Regional Government (GORE of Biobío); Municipality of Pelluhue, Maule Region; Municipality of Cobquecura, San Fabián, Coihueco, Pinto, Ñuble Region; Municipalities of Tomé, Penco, Los Álamos, Cañete, Curanilahue, Contulmo, Nacimiento, Santa Juana and Antuco, Biobío Region; Municipalities of Angol, Purén, Renaico, Los Sauces, Lumaco and Carahue, La Araucanía Region; Municipality of Arica and Camarones; Arica y Parinacota Region; Non-governmental Organizations AUMEN, DOSEL and AvesChile; Agrupación Los Huemules; Fundación Nahuelbuta; Corporación Mapuche Nahuelbuta; Asociación Nacional de Productores de Semillas (ANPROS); Universidad de Tarapacá; Forestal Arauco and Corteva Chile (Ex Pioneer Du Pont Group) from the private sector.⁶ (See Annex 3: Analysis of actors and list of interviewees).
7. The evaluation covered the project in general and each of its individual components: *Component 1:* Raising awareness and capacity building in support of the protection of four endangered species in the regions of Arica y Parinacota and the Southern Macrozone; *Component 2:* Integrated territorial management based on good agroforestry and forestry practices aimed at the recovery of habitats of four endangered species in

⁶ Project Implementation Report, PIR, FAO/GEF, 2020.

the regions of Arica y Parinacota and Biobío; *Component 3*: Mainstreaming endangered species conservation criteria in public policy instruments and municipal regulatory frameworks in the regions of Arica y Parinacota and the Southern Macrozone; and *Component 4*: Results-based management, monitoring, evaluation and dissemination (Appendix 8: Matrix of progress towards outcomes).

1.2 MTR objectives.

8. To review progress towards the achievement of objectives, outcomes and outputs, the MTR analysed the criteria of *relevance, efficacy, efficiency, factors affecting project progress, sustainability and crosscutting dimensions* such as gender, and environmental and social concerns.⁷ The evaluation team followed the evaluation survey proposed in the Terms of Reference, which were detailed in the MTR Inception Report (See Annex 5, Review survey).
9. The conclusions and recommendations of this evaluation will be decisive in bringing about improvements to the overall project implementation and its intervention strategy, if necessary, during the remaining period of the project.
10. For each criterion, the questions and sub-questions were answered using quantitative and qualitative indicators by means of documentary review, interviews with key actors, focus groups, online survey, classroom observation of teachers in the Arica y Parinacota Region with the application of the Environmental Education Programme (PEA) guide; videos, photos and virtual tours of beneficiaries and neighbours living in the vicinity of the project pilots. (See Annex 4 MTR Matrix).

1.3 Intended users

11. Intended users for the Mid-Term Review were identified from the actor's analysis and their relationship and participation in the project. Within the logic of the review, the actors selected should contribute to the knowledge from various perspectives within their field of action, ensuring that the most relevant national, regional and local actors, organisations, beneficiaries and some non-beneficiaries of the project are represented. (Appendix 3: Analysis of actors and expected use of MTR).
12. In keeping with the above, the following level of disaggregation was taken considered: a) implementing agency; b) implementing partner with participation in project decision-making; c) actors with direct responsibilities in the project; d) secondary project actors; e) local actors: direct project beneficiaries; and f) local actors: non-beneficiaries of the project, including indirect beneficiaries or actors excluded from or not participating in the project.
13. Expected use of MTR outcomes:
 - Assess, reorient or adjust key aspects for the next stage of the project and anticipate sustainability strategy in similar initiatives by MMA, CONAF, SAG and FAO.
 - Contribute to take measures to improve the efficiency of this project and also other similar projects by the FAO Representation in Chile, as Implementing Agency, including lessons learned from this MTR.
 - To be accountable to the donor and report on the progress made, good practices and lessons learned by the Project Management Unit (PMU) and the Funding Liaison Officer (FLO) to FAO, as well as to take lessons learned from this project for other similar projects. (Annex 1 Terms of Reference).

1.4 Methodology.

14. **The review consisted of three phases in which both evaluators participated:**
 - *Initial review*: documentary review, briefings with project and planning managers.

⁷ Terms of Reference for the Mid-Term Evaluation of the GEF Endangered Species project, Chile.

- *Information gathering*: individual or group virtual or remote interviews with key actors; focus groups with beneficiaries and interviews with non-beneficiary neighbours; online survey; observation of an online class; observation of an online class on the Environmental Education Programme for teachers in Arica y Parinacota; virtual tours and testimonial videos of beneficiaries of the demonstrative pilots.
 - *Analysis of the information*: review and analysis of the information gathered, triangulation and elaboration of reports (Draft Report including matrix with responses to comments and Final Report with Executive Summary).
15. The following considerations were considered in the selection of key actors for interviews, focus groups and beneficiaries:
- *Sample of key actors*: they were selected between representatives of government institutions at national, regional and municipal levels, implementing and strategic partners, FAO and GEF agents, civil society organisations and academia, i.e. those actors most directly involved in project implementation. (39% of interviewees were women and one Mapuche indigenous leader: See Annex 3: Analysis of actors and list of interviewees).
 - *Sample for interviews and focus groups*: officials, teachers, extension specialists, tutors and beneficiaries who were trained in environmental education in the regions of Arica y Parinacota, and the southern macro zone. Small farmers, local community leaders and neighbours who were not beneficiaries of the project were included in order to ensure equal participation of women (52% of interviewees were women: See Annex 3: List of focus groups).
 - *Sample for online survey*: beneficiaries and non-beneficiary neighbours who participated in training or workshops, selected from the lists provided by the regional coordinators. The aim was to measure the level of knowledge, attitudes and practices acquired by the beneficiaries through a short survey with open and closed questions in order to see if the workshops have contributed to improve the performance of the participants and if they have been able to apply the knowledge acquired for the benefit of the community. The survey form was emailed to people trained in the conservation of the four species. (Annex 6: Survey Form and Survey Outcomes).
 - *Sample of pilots*: in order to gather the opinions of the beneficiaries in charge of the farms and to obtain testimonial videos, photos and virtual tours to appreciate the work carried out by the project, four demonstration pilots recommended by the project coordinators were selected, one for each species, and two pilots chosen at random by the evaluators.
 - i. **Keule Pilot**: a site located in Penco, Biobío Region. This property was chosen because it has a high number of Keule individuals and large areas of native forest in a particularly good state of conservation. The owners of the property have always been guardians of Keules and native forest and their engagement with the project has reinforced this commitment. In addition, they are open to public use for tourism activities and the location of the property is easily accessible and close to large population centres, which facilitates extension and environmental education activities.
 - ii. **Darwin's fox Pilot**: Wente Winkül Mawida property managed by the Nahuelbuta Mapuche Corporation (CMN) in the Cordillera de Nahuelbuta. This property was selected because it is located in the area identified as the Darwin's fox habitat, due to the presence of this indigenous organisation which supports the joint work, and because the territory has a diversity of tourist attractions, mainly natural and cultural, such as the Nahuelbuta National Park.
 - iii. **Chilean Huemul Pilot**: Fundo San José located in Coihueco, Ñuble Region. This property was selected because of its proximity to protected areas and Chilean huemul breeding sites and habitat conservation on the western slopes of Nevados de Chillán.
 - iv. **Chilean Woodstar Pilot**: Taltape farm, in Camarones, Arica y Parinacota Region. This property was selected because it is managed by a trained woman who has participated in the environmental education programme and technological tours. In addition, this pilot was built jointly and actively with the actions implemented by the project.
 - v. **Darwin's fox Pilot selected by chance**: Reussland Park is located in Cordillera de Nahuelbuta. This park takes advantage of Fundación Nahuelbuta's trainings on Darwin's fox conservation to provide

more information about this species and its habitat to tourists and school delegations who visit the park.

- vi. **Chilean woodstar Pilot chosen by chance:** located in Caleta Vitor. The owner of the property participated in environmental programme trainings and has reserved a space for plants and flower strips that feed the Chilean woodstar.

In total, 6 demonstrative pilots were selected (83% of the beneficiaries interviewed are women, including the president of the Corporación Mapuche Nahuelbuta as a representative of an indigenous community: (Annex 3: Analysis of actors and list of interviewees).

- Observation of an online class for the use of a PEA guide to a group of teachers in the Region of Arica y Parinacota. This selection was made because the Chilean woodstar is the most vulnerable of the four species. The idea was to know the form, participation and language of the workshops and to ask if the guide is useful and practical for the teachers. (Annex 3. Analysis of actors and list of interviewees).

Data collection methods:

16. The review was based on primary and secondary sources. Interviews, focus groups, observation of an online class, an online survey to participants in trainings and workshops of the Environmental Education Programme, videos, photos and virtual tours sent by beneficiaries, made it possible to understand the development of the project, the level of agreement and participation of actors and beneficiaries in the project, as well as the perspectives and willingness for the next phases. The documents provided contextual background knowledge and specific information on the different project stages and outputs.
17. Secondary sources: the following documents were reviewed: the Project Document (PRODOC); the six-monthly and annual progress reports; communication and training materials such as: brochures; infographics; stories; guides for officials, teachers and civil society; videos; project presentations; news on radio, press, TV and social networks, etc.; systematisations implemented during the life of the project; letters of agreement and arrangements with public and private actors; letters of consent with local communities; minutes of committee meetings or among key actors; list of attendance to trainings and workshops, contextual documents; and websites. (Annex 7. List of documents consulted).
18. Primary sources: interviews, focus groups, surveys, virtual tours and/or videos of the pilots were used to understand the level of participation and ownership of the actors and beneficiaries in the development of the project, the skills acquired, and the practices implemented.
19. The MTR was conducted during a period marked by the COVID-19 pandemic that is currently affecting mobility and meetings in Chile and in other countries around the world. Therefore, only virtual means were used to contact the different actors and beneficiaries, as field visits were not possible.
The information was gathered as follows:
 - 69 people consulted through semi-structured, individual and group interviews via videoconferences and phone calls to various key actors' representatives of project partner organisations; implementing agency; officials of national, regional and municipal institutions; universities; civil society organisations, academia; beneficiaries and non-beneficiary neighbours.
 - Focus groups via videoconferences and phone calls with 2 participants each (one for Chilean huemul and one for Darwin's fox: 4 participants in total), plus 13 interviews with people trained in the framework of the PEA replacing two other focus groups for Chilean woodstar and Keule as planned at the beginning.
 - 6 remote interviews with pilot owners.
 - A total of 92 participants were interviewed, 45% of whom were women.⁸

⁸ This calculation does not consider the participants of the observed class of teachers or those who responded to the online surveys as we do not have information on the gender of the total number of participants in each case.

- For the survey, emails were sent to 220 contacts in the regions of Arica y Parinacota, Biobío and Ñuble, distributed among the 4 species.
- In relation to teachers, an online class was observed with 30 participants who were asked at the end of the class about the practical usefulness of the PEA guide. The idea was to determine the relevance of the awareness activities carried out in schools.⁹ (Annex 2 MTR Calendar and Interview Agenda).

Analysis techniques:

20. Mixed methods were used for data collection and analysis:

- Quantitative method: data collection and review.
- Qualitative method: interviews, focus groups, classroom observation and online survey.

21. In order to avoid bias, a triangulation of information was carried out by contrasting quantitative and qualitative data and exchanging information between the evaluators and the project team for the verification of the conclusions. Throughout the process of data collection and analysis, independence, impartiality, transparency, ethics, collaboration, competencies and capacities, credibility, disclosure and usefulness were ensured.

22. Data collection methods were included to ensure women's participation. That is, efforts were made to verify compliance with the following objectives of the Global Environment Facility: i) bridging the gender gap in access to and control over resources; ii) increasing women's participation and decision-making; and iii) contributing to social and economic benefits or services for women.¹⁰

23. With regard to safeguards, environmental and social concerns were considered according to the GEF framework.¹¹ In terms of human rights and indigenous peoples, leaders of indigenous communities benefiting from the pilots were included, as well as representatives of neighbouring indigenous populations that could be affected by the project.¹²

24. The capacity development analysis, both at the enabling environment and individuals' level, was done following the FAO Capacity Development Framework¹³ to assess measures, approach, performance and outcomes of the activities implemented throughout the project. The interview protocols were designed to measure the level of Knowledge, Attitudes and Practices of the beneficiaries.

25. **Composition of the Mid-Term Review team:**

- ***Gladis Demarchi***, national consultant Leader in the Mid-Term Review: expert in planning, design, monitoring and evaluation of policies, programmes and projects in Chile and other Latin American countries for FAO, UNDP, IDB, UN Women, UNICEF, Global Development Network, among others. Experience in quantitative and qualitative data collection and analysis, use of methodologies and tools used by various international organisations and information systematisation. Specific experience in climate change, biodiversity, gender equity and human rights.
- ***Maya Moure***, international consultant for the Mid-Term Review: professional in development and environment focused on natural resources management and conservation. Experience in international cooperation, programme and projects evaluation, rural land management, climate change and scientific research. Experience as an international evaluator with MacArthur Foundation and Climate

⁹ Initially, the idea was to observe the implementation of the guidelines in schools. However, this was not possible, as due to the pandemic, the guidelines will be implemented in the second half of this year.

¹⁰ FAO Policy on Gender equality (2013): <http://www.fao.org/3/a-i3205s.pdf>

GEF Policy on Gender - https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.53.04_Gender_Policy.pdf

GEF-7 Gender Strategy https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.54.06_Gender_Strategy_1.pdf

GEF Gender Guidelines https://www.thegef.org/sites/default/files/documents/Gender_Equality_Guidelines.pdf

¹¹ GEF. Updated Policy on Environmental and Social Safeguards. GEF/C.55/07. November 21, 2018. https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.55.07_ES_Safeguards.pdf

¹² According to Convention 169 of the International Labour Organisation (ILO), Free, Prior and Informed consent should be requested prior to the commencement of operations of any project that may affect them.

¹³ FAO framework for capacity development: http://www.fao.org/fileadmin/user_upload/newsroom/docs/Summary_Strategy_PR_E.pdf

and Land Use Alliance (CLUA), an alliance between Ford Foundation, Hewlett-Packard and Climate Works, evaluating strategies, portfolios and programmes in countries in American countries.

1.5 Limitations.

26. For this MTR, some limitations were identified during its development and in its scope:
- The main limitation was the *lack of consistency in the statement of intermediate and end targets in the different main project documents*; this was compounded by the fact that the statement of progress made in the six-monthly and annual reports were made with activities rather than outcomes in mind. The PIF and PRODOC in English refer to different targets than PRODOC in Spanish, especially Output 2.1.1, which refers to the number of hectares committed and the guarantee of the stability of the populations of the 4 species, which made it difficult for the evaluators to establish the targets that would be considered for this MTR. Given that the PIF and PRODOC in English present several targets that were subsequently updated for this MTR, it was decided to follow the targets declared in the PRODOC in Spanish since, from the interviews, it was concluded that the actors were more familiar with the latter document in terms of the backlog in Outcome 2 and the need to review the initial targets and priorities and consider what was reported in the GEF Tracking Tool Matrix. In addition, because it was deemed that this document is more up to date in terms of targets than the previous ones and is more in line with what is reported in the annual reports.
 - Another important consideration is that due to the large number of actors in the project, it was not possible to include them all. Therefore, a broad sample of key actors was taken, trying to consider those participants most directly involved at some stage of the project, in all the regions where project activities are taking place. This was offset by a large number of interviews, which made it possible to capture the information necessary to answer all the questions posed by this MTR.
 - Given the lockdown imposed by the COVID19 pandemic, no field visits were made to conduct field observations. However, interviews and focus groups were conducted through videoconferences and phone calls using Skype, Zoom, Microsoft Teams, Google Meet and WhatsApp.
 - As regards beneficiaries of the pilots selected for the virtual tours or testimonial videos, one per species was chosen from the list provided by the regional coordinators. The two pilots were randomly selected by the evaluators from the list of participating pilots in an effort to ensure that opinions were gathered with as little bias as possible. In cases where there was not good connectivity or where the interviewee did not use some of the platforms, local calls were made via Skype so that both evaluators could participate during the interview and ask questions.
 - Because the interviews and focus groups were conducted online, they lasted approximately 45 minutes to answer specific questions to the participants in order to avoid the interviewees' fatigue. When it was not possible to meet in focus groups, interviews were conducted instead in order to get the opinion of qualified participants who were knowledgeable about the conservation of the four species. Some interviews were also conducted in order to complete the number of participants of the focus groups carried out with a lower number than initially planned, with 4 to 5 participants each.
 - For health reasons, it was not possible to see the use of the PEA guide in any school or kindergarten, so an online class for teachers was observed in order to reveal the usefulness of the guide.
 - The limitation of the online survey using Google forms was that the people selected had to have some internet connectivity and frequent use of email, which tends to be complicated in very remote populations. However, the information obtained was contrasted with that gathered in the focus groups, as these were also made up of workshop and training participants.
 - There was a delay in the delivery of some reports by the project team, which should have been developed before the MTR, such as the GEF Tracking Tool matrix, the Co-financing Table and the updated Table of Budgeted Costs versus Expenses, which were received during the writing of this report.

2. Project background and context.

27. The **overall objective** of the project '*Mainstreaming the Conservation, Sustainable Use and Valuation of*

Critically Endangered Species and Ecosystems into Development-frontier Production Landscapes of the Arica y Parinacota, and Biobío Regions - GCP/CHI/033/GFF, GEF ID 5429 - is to help change behaviour in the private production sector, facilitate institutional coordination to include biodiversity values in public policies, and promote the effective implementation of environmentally friendly regulations.¹⁴ In addition, its **environmental objective** is to mainstream conservation criteria for four critically endangered species (Darwin's fox, Chilean huemul, Keule and Chilean woodstar) into the management of priority 'development frontier' territories in the regions of Arica y Parinacota and Biobío.¹⁵ It has a total budget of USD 9,022,027 (GEF allocation: USD 2,411,416 and co-financing: USD 6,610,611).

28. The *implementation period* was extended to 48 months, from 2 October 2017 to 30 September 2021.¹⁶

Context:

29. Chile is home to multiple ecosystems with a rich variety of species,¹⁷ many of them endemic. The central and southern regions of the country are considered world biodiversity *hotspots*,¹⁸ while at the same time they have been classified as highly endangered areas.¹⁹ The country's economic development has relied heavily on its natural resources, mainly minerals, but important in the use of renewable resources. The agroforestry sector is one of the productive sectors that depends on natural resources and their ecosystem services.²⁰ However, unsustainable extractive practices still prevail and have accelerated habitat degradation and soil erosion in productive territories.²¹
30. The economy of the Arica y Parinacota Region is primarily dependent on mining and fishing resources. Agriculture and stock farming activities, although threatened by the aridity of the land extends over 6,641 hectares, representing 0.2% of the national farmland area.²² The most profitable agricultural activity is concentrated in the coastal valleys and stock farming²³ in the altiplano. The Biobío Region²⁴ is the second most populated region in the country; it is characterised by a wide diversity of forestry and agricultural activities: annual crops, large and small fruit trees, vegetables, livestock, forestry plantations and a growing agro-industrial and export activity. It concentrates 28.1% of the national farmland area.²⁵ The 79% of the total area is planted with forests, cereals and fodder. It has 953,000 hectares of forestry plantations; 787,000 hectares of native forest; 658,000 hectares of grassland; 249,000 hectares of agricultural crops.²⁶
31. As a result, areas and species of high environmental priority have become vulnerable; the capacity of territories to provide ecosystem services to sustain livelihoods and biodiversity has been reduced,²⁷ especially in the 'development frontiers, understood as the space between productive areas and native forests. Areas where Keule (*Gomortega Keule*), Chilean woodstar (*Eulidia yarrellii*), Chilean huemul (*Hippocamelus bisulcus*) and Darwin's fox (*Pseudalopex fulvipes*), which are considered 'emblematic landscape species' listed at risk, are found.²⁸ Populations are estimated at less than 100 Darwin's fox individuals, around 50 Chilean huemul, 3,000 Keules and less than 400 Chilean woodstar individuals.²⁹ The

¹⁴ Barriers defined in the Project Identification Form (PIF), GEF Project ID 5429, FAO, 2013.

¹⁵ Ibidem.

¹⁶ According to the ToR of the Mid-Term Review, the project was scheduled to last 36 months, from September 2017 to September 2020. However, due to the social unrest in Chile since 18 October 2019 and the COVID19 pandemic since February 2020, which put the country under quarantine, it has been difficult to implement the project on the ground, and therefore an extension period has been requested until September 2021 for completion.

¹⁷ 30,893 species described in 2013 as quoted in the PRODOC, 2016.

¹⁸ Hotspots or areas of high biodiversity, Fifth Chile Biodiversity Report to the Convention on Biological Diversity (CBD), Ministry of the Environment, 2014.

¹⁹ For the Global 200 initiative of WWF and the World Bank.

²⁰ The agroforestry sector requires ecosystem resources and services such as water absorption, pollination, nutrients and microbiota for fertile soil, natural pest control for quality forage, shade and water for livestock, among many others.

²¹ Project Document (PRODOC) in Spanish, FAO, 2016: mainly agroforestry sector.

²² Ibid.

²³ Mainly camelids.

²⁴ And the Ñuble Region, as determined in 2018 by the division of the Biobío region, now part of the project.

²⁵ According to the Agricultural Census 2007, quoted in the PRODOC.

²⁶ Project Document (PRODOC), FAO, 2016.

²⁷ PRODOC, FAO, 2016.

²⁸ Redlist IUCN.

²⁹ Figures taken from the PRODOC in Spanish, 2016. There is a difference in the Risk of Extinction rating between the PRODOC in English and the PRODOC in Spanish which lists the four species as 'endangered', whereas the PRODOC in English lists the Chilean huemul and Keule as 'endangered' species and the Darwin's fox and

direct threats to Darwin's fox are the limited availability of related habitat, competitors in a reduced habitat and diseases transmitted by dogs; Chilean huemul, habitat fragmentation and substitution and cattle ranching; Chilean woodstar, the change from native forest to commercial plantations, degradation by illegal logging and forest fires, excessive exploitation of firewood and fruit; Chilean woodstar, the increase in agriculture, the substitution of traditional land management practices by intensive agriculture and greenhouse farming.³⁰ These four species and their protection are the focus and reference framework for this project.



Source: Extracted from the raising awareness material developed by the Project.

32. There have been conservation efforts from the government, civil society and private initiatives that include planning for the conservation of endangered species, education and raising awareness programmes, biodiversity monitoring and studies for the conservation of species. However, there are still barriers that limit the scope of the efforts³¹ and it is in this spirit of articulating actors and sectors that the project has found its niche for action.

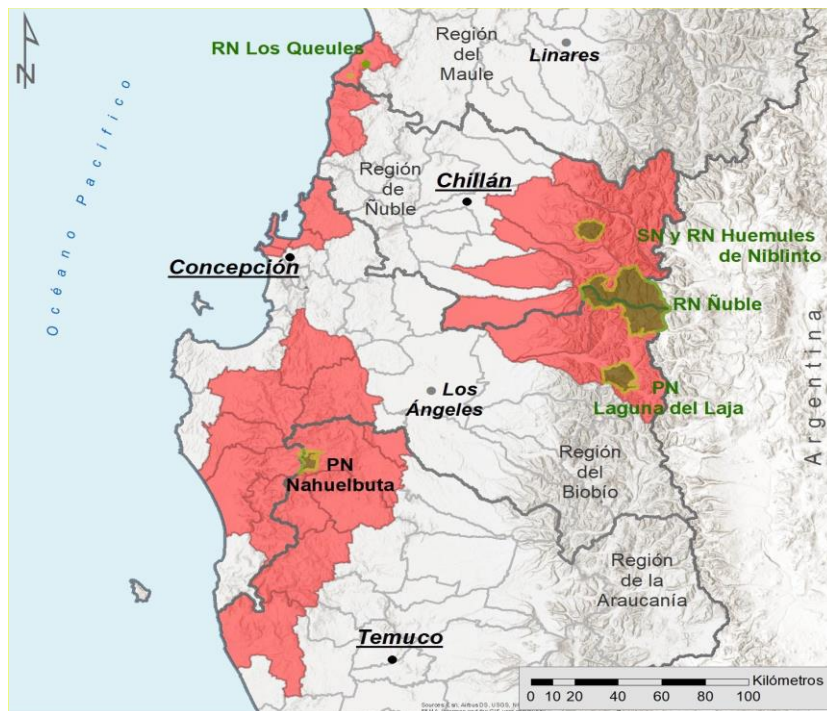
33. Distribution maps of the 4 species are shown below:

the Chilean woodstar as 'critically endangered' species.

³⁰ Project Document (PRODOC), FAO, 2016

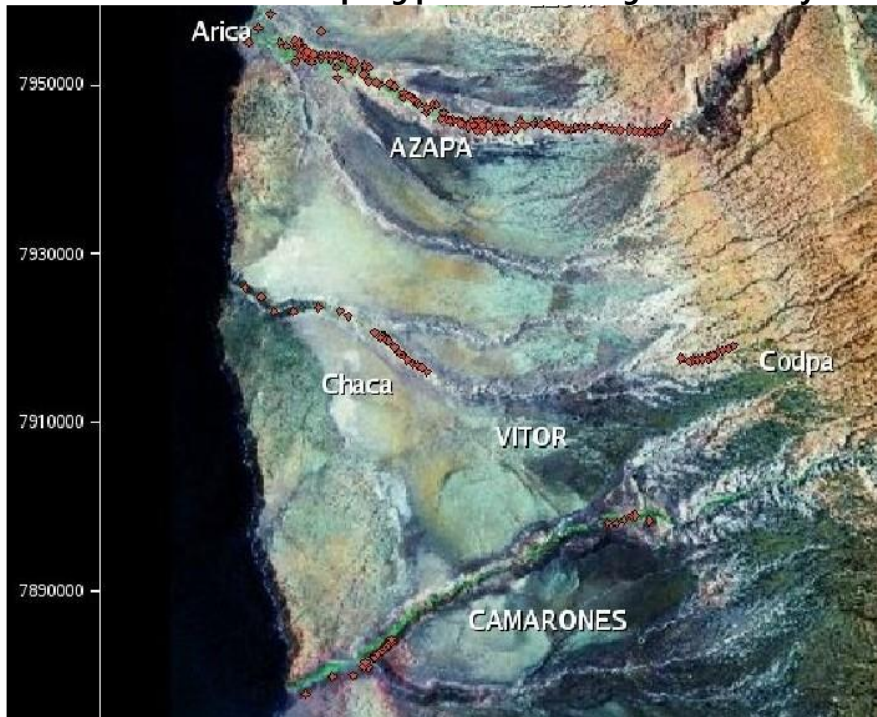
³¹ See barriers in Theory of Change diagram.

Figure 1: Distribution map of Chilean huemul, Darwin's fox and Keule.



Source: extracted from the Activity Report 2018-2019, Biobío Region by Fabiola Lara Salinas, Regional Project Coordinator.

Figure 2: Map of Chilean woodstar sampling points in the Region of Arica y Parinacota.



Source: extracted from the PRODOC, 2016.

3. Theory of change.

34. The project design did not include the Theory of change, so this was reconstructed during the Mid-Term Review based on the project context and overview, which was validated through actors' interviews.
35. Three **main barriers** were identified as hindering the achievement of the objectives set for the project:
- **Barrier 1.** Weak capacities and lack of knowledge to mainstream biodiversity conservation into production practices.
 - **Barrier 2.** Widespread use of unsustainable forestry and livestock production methods that are incompatible with biodiversity
 - **Barrier 3.** Lack of policies and coordination between government institutions to implement biodiversity conservation mechanisms in the agroforestry sector.³²
36. It was determined that the intervention should counteract the **barriers** identified and a roadmap was established for this purpose, in which **four components** were defined; the first three in response to each barrier identified and the last one seeking learning through results-based management and accompaniment.
37. **Component 1:** *Raising awareness and capacity building in support of the protection of four endangered species in the regions of Arica y Parinacota and Biobío.*³³ It includes updated information mechanisms for decision-making, environmental education for strategic audiences and good practice tools for productive systems. The following outcome is expected to be achieved:
- **Outcome 1.1.** Strengthened local actors' capacity to implement good forestry and agroforestry practices that consider the conservation of the habitat of four endangered species (Chilean woodstar, Chilean huemul, Darwin's fox and Keule).
38. **Component 2:** *Integrated territorial management based on good agroforestry and forestry practices aimed at the recovery of habitats of four endangered species in the regions of Arica y Parinacota and Biobío.* The aim is to find tools for the ecological planning of productive landscapes, implementation of good practices and recognition of the same. The following outcome is expected to be achieved:
- **Outcome 2.1.** Stabilisation of the four endangered species populations by reducing pressure on their habitats resulting from land-use planning and management under biodiversity conservation considerations.
39. **Component 3:** *Mainstreaming endangered species conservation criteria in public policy instruments and municipal regulatory frameworks in the regions of Arica y Parinacota and Biobío.* Municipal ordinances promoting the conservation of species and funding for conservation in land management are proposed through RECOGE plans in operation. The following outcome is expected to be achieved:
- **Outcome 3.1.** Mainstreaming conservation criteria for the four endangered species into public policies and regional regulatory frameworks, based on land management experience of Component 2.
40. **Component 4:** *Results-based management, monitoring, evaluation and dissemination.* It includes responsibilities such as reporting, monitoring, communication and evaluation for close project follow-up in order to learn, redirect and meet outcomes. The following outcome is expected to be achieved:
- **Outcome 4.1.** Results-based management approach of the implemented Project.
41. A number of conditions or **assumptions** were identified as necessary to achieve the project's objectives: that the awareness and environmental knowledge translates into conservation practices; that good practices are taken up by local actors and are sustainable and replicable; and that the conservation criteria included in public policies are efficient. It was also assumed that the Biodiversity and Protected Areas Service (SBAP) would be implemented during the course of the project, thus providing a new legal and operational

³² Ibidem.

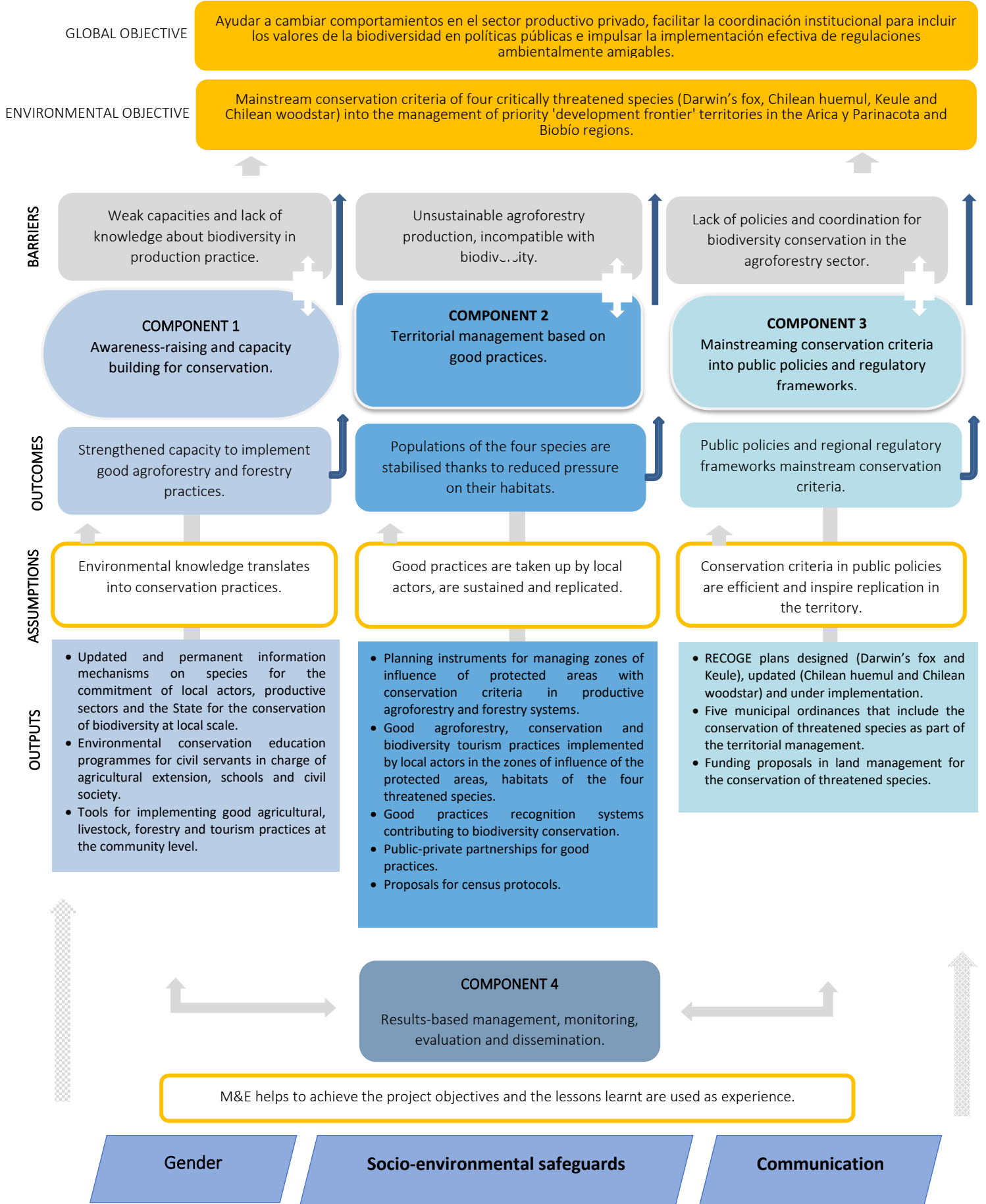
³³ Ibidem.

framework for species conservation work.³⁴

42. The following is a diagram of the project's Theory of Change that summarises the barriers and expected outcomes to achieve the developmental and environmental objectives.

³⁴Since 6 October 2020, the discussion in the Environment Committee of the Chamber of Deputies has changed from urgent to simple urgency: Bulletin 9404-12: <https://www.camara.cl/legislacion/ProyectosDeLey/tramitacion.aspx?prmid=9819&prmbotin=>

Figure 3: Theory of Change



Source: prepared by the author

4. Findings and key questions of the MTR³⁵

4.1 Relevance

To what extent have the project design, outputs and strategies been consistent with national priorities and local, national, sub-regional and regional environmental and developmental policies? Has the project been consistent with the strategic priorities and objectives of the GEF and FAO, and with other ongoing interventions on capacity strengthening for mainstreaming conservation and valuation of critically endangered species and ecosystems? Is it aligned with the objectives of the 2030 Agenda? Do the project strategies respond to the needs of the beneficiaries? Were the needs of non-beneficiaries³⁶ residing in the vicinity of the pilots addressed? Have there been any changes in the relevance of the project since its formulation, such as the adoption of new policies, plans or programmes that affect the relevance of the project objectives and targets in the country? Given the new context after the social unrest and COVID 19 pandemic, are any changes needed to make the project more relevant?

- **Finding 1: the project is relevant for its main actors; it is aligned with the national and regional needs of the Government of Chile for sustainable development and biodiversity protection; with the strategic priorities of the GEF, FAO and the 2030 Agenda (SDGs 4, 12, 15 and 17) and with AICHI targets. However, there are areas for improvement in terms of a better diagnosis of the communities' needs and their alignment with the priorities of the territories.**
- **Finding 2. there have been no changes that affect the relevance and appropriateness of the project's objectives and goals. However, since the end of last year, the development of project activities has been affected by the context of the social unrest and the COVID pandemic, which has pushed the social and health agenda to a higher priority at the expense of the environmental agenda.**

Relevance rating: Satisfactory (S)³⁷: in general, the objectives of the intervention are consistent with country agendas, global priorities and partner and donor policies. However, there are some weaknesses in terms of addressing the needs of local communities.

43. The project is aligned with the country's national priorities and policies for sustainable development and biodiversity protection. It contributes to the MMA's objective of ensuring the implementation of environmental policies, plans and programmes for the protection and conservation of biological diversity and renewable natural and water resources through sustainable development.³⁸ Likewise, the project is in line with the general objective of CONAF to contribute to the development of the country through the sustainable management of forest ecosystems and the components of nature related to them; and of SAG in its mission to support the development of agriculture, forestry and livestock through the protection and improvement of animal and plant health. It is also in line with the objectives of INDAP, which, as part of the

³⁵ In the description of Findings, the Mid-Term Review Guidelines, Annex 11 and 12 of FAO-GEF, 2019, were considered.

³⁶ To some extent, every project has an impact on a group of direct beneficiaries, but it also has repercussions on other actors who are not beneficiaries of the project. The group of non-beneficiaries may include indirect beneficiaries such as small landowners who do not participate directly in the project but who may be favoured in some way by the project's impact. There may also be actors excluded or harmed by the project, such as neighbours, landowners, rural or indigenous communities in the vicinity of the intervention pilots.

Indirect beneficiaries such as actors in similar conditions will be included, to have an external opinion on the relevance of the project and to identify possible future joint collaboration. To some extent, every project has an impact on a group of direct beneficiaries, but it also has repercussions on other actors who are not beneficiaries of the project. The group of non-beneficiaries may include indirect beneficiaries such as small landowners who do not participate directly in the project but who may be favoured in some way by the project's impact. There may also be actors excluded or harmed by the project, such as neighbours, landowners, rural or indigenous communities in the vicinity of the intervention pilots.

Indirect beneficiaries such as actors in similar conditions will be included, to have an external opinion on the relevance of the project and to identify possible future joint collaboration.

³⁷ Each criterion was assessed using the rating scale in Annex 2, GEF, 2017, which considers 6 values: (HS) Highly Satisfactory, (S) Satisfactory, (MS) Moderately Satisfactory, (MU) Moderately Unsatisfactory, (U) Unsatisfactory and (HU) Highly Unsatisfactory.

³⁸ In addition to the current objectives of the MMA, on 8 September 2020 the Environmental Commission of the Chamber of Deputies of the Congress has resumed the discussion for the creation of the Biodiversity and Protected Areas Service to which this project is linked.

Ministry of Agriculture, seeks to promote the economic, social and technological development of small farmers and peasants.³⁹

44. The project is also in line with the principles of the international agenda of the GEF, FAO and the 2030 Agenda: The project contributes to Objective 2 of the GEF Biodiversity Focal Area, which addresses the need to mainstream biodiversity conservation and sustainable use in productive landscapes and seascapes. As regards FAO, the project contributes to Strategic Objective 2 (SO 2) aimed at increasing the provision of goods and services from agriculture, livestock, forestry and fisheries in a sustainable manner.
45. In relation to the Sustainable Development Goals of the 2030 Agenda, the project is aligned to Goal 4: Quality Education,⁴⁰ Goal 12: Responsible consumption and production,⁴¹ Goal 15: Life on land,⁴² and Goal 17: Partnerships for the goals.⁴³ The project is also directly aligned with the Aichi Targets, in its Strategic Objectives A, B, C, D and E.⁴⁴
46. From the interviews, it became clear that the project strategies respond to the needs of the beneficiaries and no group or organisation has expressed opposition to the project. However, there have been specific incidents⁴⁵ and limited information about the project in the communities. This results in a biased view where villagers do not see project actions as a whole, leading to uncertainty about what the project represents and how conservation actions or designations impact on their livelihoods.⁴⁶
47. There have been no changes between the design and implementation of the project that affect the relevance of its objectives and targets. However, the project has been affected by the social unrest of October 2019 and the COVID pandemic, which has led to delays and discontinuity in activities and difficulties in communication.
48. The pandemic and its limitations have redirected the public's attention towards nature tourism, in addition

39 INDAP's specific objectives include: supporting the access of peasant family farming to an extension system, to innovation that improves their capacities and skills to develop agricultural and rural enterprises, considering the opportunities and restrictions identified by markets, territories and the environment, as well as expanding and improving the conditions of peasant family farming access to local regional, national and international markets, promoting high quality traditional and differentiated products and seeking a rapprochement between the producer and the final consumer. INDAP joined the project since its implementation, so that this alignment is not proposed by PRODOC.

⁴⁰ Goal 4, Target 4.7: By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development. Sub-target 4.c: By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States.

⁴¹ Goal 12, Target 12.2: By 2030, achieve the sustainable management and efficient use of natural resources. Target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle. Target 12.8: By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

⁴² Goal 15, Target 15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements. Target 15.2: By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally. Target 15.3: By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world. Target 15.5: Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species. Target 15.7: Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products. Target 15.9: By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.

⁴³ Goal 17, Target 17.17: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

⁴⁴ The Aichi Biodiversity Agreement is a set of 20 targets grouped under five strategic objectives set by the government representatives of 196 signatory countries of the Convention on Biological Diversity during the COP 10 on biodiversity held in Aichi province, Japan in 2010, to be achieved by 2020, which are part of the Strategic Plan for Biodiversity 2011-2020 that aims to halt the loss of nature: the life support for all forms of life on the planet:

- Target 1: By 2020, at the latest, people are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably.
- Target 4: By 2020, at the latest, Governments, business and stakeholders at all levels have taken steps to achieve or have implemented plans for sustainable production and consumption and have kept the impacts of use of natural resources well within safe ecological limits.
- Target 7: By 2020 areas under agriculture, aquaculture and forestry are managed sustainably, ensuring conservation of biodiversity.
- Target 12: By 2020 the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained.
- Target 14: By 2020, ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, considering the needs of women, indigenous and local communities, and the poor and vulnerable.
- Target 19: By 2020, knowledge, the science base and technologies relating to biodiversity, its values, functioning, status and trends, and the consequences of its loss, are improved, widely shared and transferred, and applied.
- Target 20: By 2020, at the latest, the mobilization of financial resources for effectively implementing the Strategic Plan for Biodiversity 2011-2020 from all sources, and in accordance with the consolidated and agreed process in the Strategy for Resource Mobilization, should increase substantially from the current levels. This target will be subject to changes contingent to resource needs assessments to be developed and reported by Parties. <https://www.cbd.int/doc/strategic-plan/2011-2020/Aichi-Targets-ES.pdf>

⁴⁵ Different opinions on the project stemming from the transfer of polygons that were used by some farmers from the Ministry of National Assets to the MMA for micro-reserves in the Region of Arica y Parinacota.

⁴⁶ It arises from the opinions of neighbours, mule drivers, farmers as participants and non-participants in the project.

to highlighting the role of the environment in people's health, which could lead to a better positioning of biodiversity conservation and sustainable development.

4.2. Efficacy

What results, intended or unintended, has the project achieved at the time of the MTR and how do these contribute to the achievement of the project objectives? What adjustments are needed to ensure results in the second phase of the project, including the new social and health security context?

Have the pilots, institutional arrangements, processes, technical and operational procedures put in place contributed to or hindered the achievement of the project outcomes and objectives? Do all partners continue to work on the project? If not, why not? Is there sufficient capacity built to ensure the achievement of the results at the end of the project, as well as the likelihood of medium- and long-term impact? Do the results to date indicate that the project's goals and overall environmental objective would be achieved? What can be done to further the achievement of positive impacts of the project? To what extent can progress towards long-term impacts be attributed to the project?

- **Finding 3: there is a broad and far-reaching raising awareness strategy. 2,477 people have been trained within the PEA framework. There are four manuals of good agroforestry and tourism practices in the systematisation stage. A diploma course to build good practices capacities for INDAP professionals and technicians and counterparts from municipal development programmes, all of which can be translated into a good level of installed capacities for the future.**
- **Finding 4: in terms of territorial management based on good agroforestry, forestry and tourism practices, there are 96,473.8 hectares out of the 300,000 hectares committed to in the medium term. There is uncertainty about ensuring the stability of the four species, due to the outdated baseline at the beginning and the lack of clear methodologies to say whether the number of individuals per species has been maintained, reduced or increased. Process certification does not seem feasible within the timeframe of this project, as INDAP's guidelines do not yet include the issue of good conservation practices.**
- **Finding 5: it is expected that the RECOGE Plans and the four monitoring protocols by species, which show the greatest progress with the Chilean huemul, will be achieved on time. There is evidence of progress in establishing policies and regulatory frameworks in the North with the collaboration of PLADECO and PLADETUR in Camarones and the formulation of ordinances with the Municipality of Arica. The Southern Macrozone has not yet defined the level of governance and there is only one proposal under development per region to apply for Regional Funds.**
- **Finding 6: in terms of the contribution to the project's environmental objective, considerable effort was made to put the four endangered species on the public agenda as a unifying element for a wide range of public and private actors in order to bring about a change in production systems towards a conservation approach.**
- **Finding 7: there is a need for adjusting the development of activities in this second stage due to health concerns and priorities derived from the new social context. There is a need for better coordination between all actors reporting on the project outcomes; and clear and assertive information to the local communities to avoid conflicts between neighbours in both regions.**
- **Finding 8: the results-based management is vague. Accountability is based on activities rather than outcomes and objectives. There is a problem with the mid-term and final targets monitoring due to differences between what is stated in the various project documents and a significant delay in the MTR is verified.**

Efficacy rating: Moderately Unsatisfactory (MU)⁴⁷: the level of outcomes achieved is lower than expected or there have been significant deficiencies on the hectares committed for territorial management to ensure the stability of the four species. There is uncertainty in the methodology to monitor species populations. Unfeasibility of short-term process certification and the need for results-based management.

49. As noted above, this MTR was based on the targets stated in the Spanish PRODOC, since, from the opinions expressed in interviews with actors and from what was reported in the updated GEF Tracking Tool Matrix, it was concluded that they were more acquainted with the Spanish PRODOC in terms of the Outcome 2 delay and the need to review the initial targets and scope.
50. The Efficacy was assessed according to the information gathered and interviews, as well as the achievements of the GEF Tracking Tool Matrix and its contribution to the overall environmental objective.
51. At the **project outcomes**⁴⁸ level, the following was found:

d) Outcome 1: Strengthened local actors' capacity to implement good forestry and agroforestry practices, mainstreaming habitat conservation for four endangered species.

- 1,301 students and 2,477 people from the municipalities selected were trained in the protection of the four species. 341 municipal officials and 532 farmers (50.2% are women) were trained in good agroforestry and forestry practices that consider the conservation of the four endangered species. These trainings have not assessed the project's impact, although the learning process has been evaluated.
- The above makes up the raising awareness strategy that includes all those trained in the previous points with PEA guides on the four species aimed for teachers, civil society and public officials, as well as the design of a diploma course for INDAP extensionists who work on programmes together with the municipalities.

In general, it could be said that this result is expected to be achieved by the end of the project, since it would only be necessary to systematise the lessons learned from the pilots and that the good practices are installed in INDAP at the national level. The interviewees reported that the MMA and INDAP are moving forward with an agreement for collaboration at the national level, aimed at promoting the adoption of sustainable family farming practices.

e) Outcome 2: Populations of the four endangered species are stabilised by reduced pressure on their habitats, due to land-use planning and management under biodiversity conservation considerations.

With regard to the surface of protected zones of influence under the implementation of good practices, the following can be observed:

- The Nevados de Chillán Biosphere Reserve Management Plan has been designed and approved.
- The Nahuelbuta Biosphere Reserve Proposal is under elaboration. In order to move forward, a consultation process would be required according to the mandate of the Convention of the International Labour Organisation (ILO)⁴⁹ and also stipulated by FAO and GEF with the leaders and local communities that inhabit the territory and surrounding areas, in addition to the commitment of the administration and the provision of a budget for CONAF.
- Quebrada de Caramávida Sanctuary: there is an outstanding technical committee with Forestal Arauco, the main owner of the area. The community of the sector has asked the company to avoid logging of the native forest in order to preserve the biodiversity of the area and to avoid water resources

⁴⁷ GEF rating scale, 2017, op. cit. which considers 6 ratings: (HS) Highly Satisfactory, (S) Satisfactory, (MS) Moderately Satisfactory, (MU) Moderately Unsatisfactory, (U) Unsatisfactory and (HU) Highly Unsatisfactory.

⁴⁸ For more information see Annex 8 with progress towards outcomes Matrix.

⁴⁹ Free, prior and informed consent must be requested before any projects that may affect local communities begin operations through an iterative process of free, prior and informed consultation mechanisms, safeguarding the interests and values of these communities.

contamination in the area in a more concrete way and not only by fencing off areas of high biodiversity value.

- ○ The Nature Sanctuaries of Fundo el Natri and the Contulmo Forest Reserve are in the process of being created.
- Of the total committed area, the number of hectares to be reached would be 96,473 ha / 300,000 ha in the medium term.
- If the RBN (300,000 ha), which represents a large part of the hectares committed in the final goals, is not created, only a 20% of what was committed would be covered, considering the area of the other sanctuaries and monuments proposed together with the RBNCHLL. Therefore, a small area would be left for the protection of the Darwin's fox and Keule in the Cordillera de Nahuelbuta.
- For the Chilean woodstar, the final 1,200 hectares committed should be secured through a system of micro-reserves connected through corridors for adequate feeding, reproduction and movement of the 400 individuals. So far, for the Chilean woodstar only a little more than 130 hectares between pilots and micro-reserves would be covered.
- Because of conflicts about land transferred from the Ministry of National Assets to the MMA and the splitting of hectares in half to find a solution with the occupants, some of the current micro-reserves are next to properties where pesticides are used, and it is unknown how much this may affect the native flora of the surrounding micro-reserves and whether the Chilean woodstar will continue feeding there or look for new sites.
- To ensure the Chilean woodstar⁵⁰ and other species' habitat, in the event of not achieving the final targets, it is necessary to consult the professionals of each species and to consult recent studies on the number of individuals and distribution of each species, to determine the necessary habitat for feeding, avoid inbreeding and facilitate their mobility through biological corridors. In addition, other factors derived from the negative impact on each species due to climate change, such as abundant rainfall or drought, the spread of fires, etc., should also be considered.
- The baseline for the population of the four endangered species was: 50 Darwin's foxes, 80 Chilean huemul, 2,000 Keules,⁵¹ and 400 Chilean woodstar. The target was to guarantee the same population for each species through ecological corridors and good practices.
- The baseline considered at the beginning was somewhat uncertain and outdated; in addition, there is a lack of clarity about the technology used in the case of Darwin's fox and Chilean huemul, which means that with camera traps it is only possible to know the presence or absence in certain places, but not whether the population has been maintained, reduced or increased. Despite the definition of monitoring protocols for each species, it would be necessary to develop methodologies with more accurate probabilistic methods that include field monitoring, to verify that the number of individuals considered in the baseline for the four species has been maintained. However, one of the aspects to be highlighted in the project is the development of monitoring protocols and methodologies for each species, which will allow effective monitoring in the future to ensure that production practices and economic activities in their habitat include biodiversity conservation criteria. Whether these practices promoted in the pilots will be extended throughout the territory will be determined by the capacities installed in the institutions and extended to other actors through the State.
- The PRI 2020 identifies the following protected populations for each species: 147 mature or breeding Darwin's foxes out of 490 on the mainland, 84 Chilean huemul, 1,030 mature Keules and 492 Chilean woodstar.⁵²
- Regarding Keule, an inventory is being carried out, mainly on the 12% of the population found on land owned by medium and small landowners, while the forestry companies - which own the remaining

⁵⁰ Charlotte Urrea Pérez, in its undergraduate Thesis for the degree of Geographer at the Universidad de Chile, 2018, on *Eulidia yarrellii* species distribution models in relation to its competitor (*Thaumastura cora*), Arica y Parímacota Region, states that the Chilean woodstar has a dispersed lek-type mating system, where lek is an area where males congregate and defend their space, which would have an average size of 300 m² with a distance between each other of about 55 metres. The original habitat of the Chilean woodstar is unknown, as the valleys where it could be normally found, have been constantly changing over the years due to agricultural activities. But it is clear that the habitat of the Chilean woodstar must have nectar-producing flora to feed the species, as well as trees for the nesting season, <http://repositorio.uchile.cl/handle/2250/153025>

⁵¹ PRODOC in English refers to 5,000 Keules in baseline and final target.

⁵² Differences with respect to PRODOC in Spanish could be due to changes in measurement methodologies.

88% - are not sharing this cadastre openly and transparently with the communities. It is necessary to know the survival rate *in situ* and *ex situ* since, despite the progress made in the nurseries and laboratories at the time of reforestation, one site did not do well, as it is a very delicate species that requires the humidity of the Cordillera de la Costa, preferably at an altitude over 1,000 metres above sea level.

- In the case of the Chilean woodstar, the opinions of the interviewees were rather pessimistic about the real number of this species, as they considered that the intervention was a little late for its conservation. The heavy rains of recent years, the fires set for the cultivation of vegetables and fruit, added to the fact that it is a species with little flexibility (mainly of the male) to adapt to climate change, would indicate a high vulnerability of this species. More applied and field studies are needed to know where this species feeds during the cold months or if it enters a state of lethargic suspension.
- Lastly, in the case of Darwin's foxes, although it is good that the project has given this species its own 'surname' to differentiate it from other foxes that also coexist in the Cordillera de Nahuelbuta, studies would be needed on feeding habits, territories occupied and to determine whether the puma, culpeo or the South American grey fox could be preying on it. Likewise, in order to elicit greater sympathy for the conservation of this species, it could be promoted as a natural controller of the long-tailed colilargo that transmits hantavirus.
- For the Chilean huemul, in the future, it might be particularly good to measure the economic impact on the potential community income derived from tourism activities related to the Chilean huemul route.

f) Outcome 3: Public policies and regional regulatory frameworks mainstream conservation criteria for the four endangered species based on the territorial management experiences of Component 2.

- Regarding the number of regional public policies that mention biodiversity conservation criteria, in the Northern Macro zone, work is being done on PLADECO and PLADETUR with the Municipality of Camarones and the formulation of municipal ordinances with Arica.
- No work is being done in the Southern Macro zone because a bidding process is required to carry out the work stated in the municipal ordinances, which also implies carrying out citizen participation processes that are currently suspended due to the pandemic. Given the large number of actors involved in the project activities in different regions and the bi-regional nature of some of them, there is evidence of a greater dependence on this macro zone for the creation of the Biodiversity and Protected Areas Service (SBAP). Otherwise, progress should be made to define governance at the regional or bi-regional level until the SBAP is created with strong support from the municipalities in small actions such as the dedication of professional hours, vehicles and logistical support, and the vaccination and responsible care of pets.⁵³
- In general, there is no clarity of joint strategy and long-term financing. Each region, both Arica y Parinacota and Biobío, is preparing a separate proposal to apply to the National Regional Development Funds (FNDR) and is not thinking of the Project as a single resources agent of change.
- Similarly, other long-term resources such as green funds, international funds from philanthropic actions, etc. should be envisaged, since some allocated FNDR have been cut because of the social demands and emergencies due to the pandemic.

g) Outcome 4: Results-based management approach of the implemented Project.

Although 30-40% of the project outcomes have been achieved, it is noted that this progress has always been driven by an effort-based approach and achievement of the activities rather than the outcomes themselves.

Outcome 2 is the one that presents the greatest problem in terms of meeting the committed mid-term and final targets. It consists of 'Integrated territorial management based on good agroforestry and forestry practices aimed at the recovery of the habitats of four endangered species in Arica y Parinacota and Biobío regions'.

⁵³ Municipalities could commit themselves to the dissemination of responsible pet ownership and vaccination not only to avoid predation of protected species, but also to prevent the transmission of diseases to Chilean huemul and Darwin's fox.

There are delays related to the direct area to be covered in Cordillera de Nahuelbuta and the number of hectares in the North to ensure the four species stability. There is uncertainty regarding protocols and methodologies to monitor the species population and about certification through an INDAP seal.

For all these reasons, the MTR considers that action must be urgently reoriented on these priorities in order to achieve the highest level of accomplishment on each product committed to at the outset and to secure commitments and funds for future development. With regard to the RBN, it is proposed to advance on the approval of the proposal to the United Nations Educational, Scientific and Cultural Organisation (UNESCO), to carry out a serious work with territorial leaders and local communities. To achieve regional commitment and funds with GORE, SEREMI, CONAF and municipalities of the Biobío Region and Araucanía located within the RBN boundaries to carry out the management plan after the project. Progress should be made in Quebrada de Caramávida so that Forestal Arauco declares the area a Sanctuary, as the community strives to protect the area by means of park rangers and controlled tourism.

With regard to certification, commit INDAP to institutionalise good agroforestry, forestry and tourism practices within its statutes at the national level and start a process to identify methodologies and tools for the certification of production processes focused on conservation.

As regards the outputs of this Outcome, we consider that the project was quite ambitious at the beginning and there was no awareness of the territorial reality encountered when trying to implement it on the ground, such as the lack of process seals and the lack of land in the Region of Arica y Parinacota.

52. As regards the contribution to the **overall project objective** 'To help change behaviour in the private productive sector, facilitate institutional coordination to include biodiversity values in public policies and promote the effective implementation of environmentally friendly regulations', and the **environmental project objective** 'Mainstreaming the conservation criteria for four critically endangered species (Darwin's fox, Chilean huemul, Keule and Chilean woodstar) in the management of priority development-frontier territories in the regions of Arica y Parinacota and Biobío', it is concluded that both objectives could be achieved by implementing the recommendations of this MTR.

First, the project succeeded in putting the four endangered species on the public agenda as a unifying element for a wide range of public and private actors to make a change in production systems with a conservation approach. However, in Arica y Parinacota Region and in the Southern macro zone, there is a lack of public policy support that would help to bring about a change in production systems.⁵⁴

Progress towards the environmental objective will be assured, in part, by the RECOGE Plans for each species. However, securing habitat through ecological corridors is required for the conservation of the number of species. (Annex 8: Matrix of progress towards outcomes).

53. At the component **output** level, the following has been achieved:

➤ **Component 1: Raising awareness and capacity building in support of the protection of four endangered species in the regions of Arica y Parinacota and Biobío:** of the total outputs under Component 1, there has been a 50% progress rate on average.

Output 1.1.1. Four Mechanisms to disseminate updated and permanent information on the status of the four species, which prompt the commitment of local actors, productive sectors and the State for the conservation of biodiversity at the local scale (Progress 40%). A communication strategy has been implemented to raise awareness of the need for habitat conservation for the Chilean huemul, Darwin's fox and Keule in the Southern

⁵⁴ Some small farmers in Arica y Parinacota cannot apply to social programmes because they have not registered their business activities to the Internal Revenue Service so as not to lose some of the benefits granted to them as they belong to the most vulnerable 40% of the population. This limited support, together with the small amount of land they own, implies a great sacrifice on their part to reallocate part of their land, between 1.5 and 5 ha, to flower strips and the non-use of pesticides for the protection of the Chilean woodstar. Additional resources are required to reduce the period to sacrifice their crops until the full use of natural controllers, the implementation of mobile chicken coops, the use of light traps for moths and the construction of trails for eco-friendly tourism. In the Southern Macrozone, in the Cordillera de Nahuelbuta, mobile chicken coops are required for the protection of the Darwin's fox. Likewise, some support is required through development programmes for the economic reconversion of mule drivers of the Pinto area, who are not allowed to bring their cattle to graze in the Cordillera de los Andes, to avoid the spread of diseases from cattle to Chilean huemul.

Macro zone and the Chilean woodstar in the North

With regard to the monitoring protocols for each species, it is verified that:

- The Chilean huemul monitoring protocol is finished as it capitalised on previous studies and work carried out by CONAF and some groups.⁵⁵
- The Darwin's fox monitoring protocol is under development and covers the populations in the Biobío, Araucanía, Los Ríos and Los Lagos regions and monitoring with camera traps in Cordillera de Nahuelbuta.⁵⁶
- While the initial intention was to develop a Chilean woodstar website, it was decided to develop a site that would host information on the four species.

Regarding the Public Information System (SIP), it is necessary to reach an agreement between the functional connection with the necessary interface between the SIP and the SINIA (National Environmental Information System). The SINIA page only contains some very general indicators on biodiversity, such as endangered species and protected areas, but all the information gathered on the four species monitoring has yet to be uploaded. The aim is to give visibility to the monitoring protocols by different actors who are involved in research and that can be used as a consultation tool by institutions with environmental competence in the framework of the Environmental Impact Assessment System.

Output 1.1.2. Two environmental education programmes on the conservation of endangered species for civil servants in charge of agricultural extension, schools and civil society (Progress 70%). There is an environmental education programme (PEA) for municipal schools in the implementation stage where 1,301 students from municipal schools of selected communes were trained, with 1,000 students to be trained by mid-term and 2,250 students to be trained by the end of the programme, of whom a 55.4% are women. Regarding the general population, there is a PEA under implementation for a total of 2,477 people, with 500 people to be trained by mid-term and 1,250 people to be trained by the end of the programme,⁵⁷ of whom a 49.7% are women. For civil servants in charge of agricultural extension, training is being implemented for 341 civil servants out of 700 to be trained by mid-term and 1,500 civil servants to be trained by the end of the programme, of whom a 63.6% are women. In terms of farmers, 532 have been trained out of the 100 farmers to be trained by mid-term and 350 to be trained by the end of the programme, of whom a 50.2% are women. In general, there is evidence of a great progress, but there is a certain delay in the number of civil servants trained. For this output, it would be necessary to develop a proposal based on the outcomes from the implementation of the PEA to include environmental education as a core strategy of the Municipal Development Plans (PLADECO) in line with the Regional Development Strategy.

Output 1.1.3. Six tools to implement good agricultural, livestock, forestry and tourism practices at community level (Progress 40%). There are four manuals of good agroforestry and tourism practices, one for each species in the experience's systematisation stage based on the work carried out in 9 pilot farms. Two manuals are based on pilot farm records with indicators for measuring the propagation of native and exotic non-invasive flora related to Chilean woodstar and a manual for the propagation of Keule through somatic embryogenesis. This output depends on good practices systematisation implemented in the pilots.

- A Diploma Course on 'Biodiversity and Sustainable Production: conservation and territorial approach' is being developed in e-learning mode between FAO, MMA and INDAP to train professionals and technicians of INDAP and its territorial programmes such as the Local Development Programme (PRODESAL), the Indigenous Territories Development Programme (PDTI) and the Technical Assistance Service (SAT) and municipal counterparts of the development programmes. Trained professionals and technicians will have better skills and knowledge to propose solutions based on good agroforestry and tourism practices.
- The most important challenge is to transform the good practice manuals into a guide for professionals and

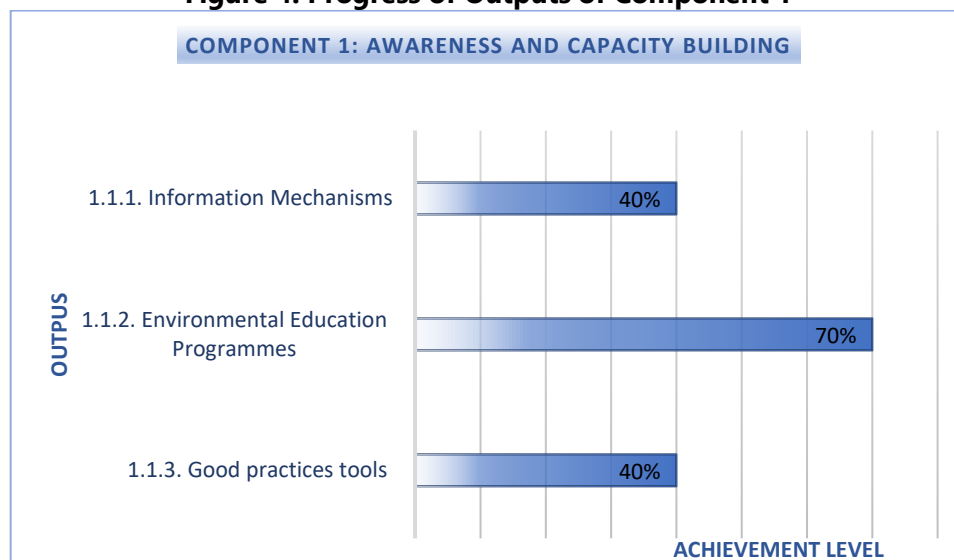
⁵⁵ It is being applied in the pilot site in Las Veguillas and Las Corrientes sectors in Coihueco commune with 22 camera traps installed and in Laguna del Laja National Park with 15 camera traps, in addition to the Lara estate with 4 camera traps installed in San Fabián de Alico commune.

⁵⁶ It is being applied in 8 pilot sites in Cordillera de Nahuelbuta with a total of 15 camera traps installed, although a larger number of cameras would be required to avoid moving them from one site to another.

⁵⁷ There is a difference between the final goal in page 42 of the PRODOC in Spanish that reports 1,250 people from the selected municipalities and the final goal indicated in the Results Matrix on page 85 of the same PRODOC and the PIR 2020, which reports 750 people.

technicians in charge of executing productive activities through productive development initiatives in the communes where the project operates, in order to achieve convergence between productive activities and biodiversity conservation. This is a political challenge that involves changing the approach of productive service providers and programmes to mainstream and internalise the need for good conservation practices as a principle. INDAP can decide to mainstream conservation into its agenda and programmes at the national level, and this project can be the driving force behind it.

Figure 4: Progress of Outputs of Component 1



Source: Prepared by the author.

- **Component 2: Integrated territorial management based on good agroforestry and forestry practices aimed at the recovery of habitats of four endangered species in the regions of Arica y Parinacota and Biobío:** Component 2 shows a 44% progress on average.

*Output 2.1.1. Planning tools for managing protected zones of influence through ecological corridors, mainstreaming biodiversity conservation criteria in productive forestry and agroforestry systems. (Progress 40%).*⁵⁸ In the Southern Macrozone there is a proposal to officially declare the Nahuelbuta Biosphere Reserve (RBN), which would be composed of a 9% core zone comprising: the Nahuelbuta National Park, the Quebrada de Caramávida Nature Sanctuary, El Natri estate Nature Sanctuary, the Reussland Park Nature Sanctuary, the Contulmo Forest Reserve and the National Assets Nature Sanctuary.⁵⁹ There would also be a buffer zone or surrounding areas (51.7%) to carry out environmental education, forest and crop management and tourism activities. Finally, there would be a transition zone (39.3%) to promote and carry out activities with adequate forestry, agriculture and livestock management.

- The RBN Proposal is under development with the first cycle of participation with communities and local authorities⁶⁰ covering a total of 554,663 ha.⁶¹
- With regard to the proposal to create a Nature Sanctuary in Quebrada de Caramávida, a technical committee was set up between the Seremi of the Environment of Biobío Region and the owners of Forestal Arauco. Two petitions were submitted with 2,500 signatures from Los Álamos community to begin the formal process of area protection. The response from Forestal Arauco is still pending.⁶² A greater

⁵⁸ This shows a setback compared to the 2019 PIR, with 50% progress.

⁵⁹ Regarding the National Assets Monument, the key actors interviewed were unaware of its exact location and the number of hectares and they only mentioned its proximity to Lake Lanalhue.

⁶⁰ A proposal was put forward to the communities in the area by some of the municipalities of Santa Juana, Nacimiento, Curanilahue, Los Álamos, Cañete, Contulmo, Renaico, Angol, Los Sauces, Carahue, Lumaco and Purén. However, only a Free, Prior Informed Consent was performed in the framework of a workshop held in Los Alamos with 37 people to provide information on the Nahuelbuta Biosphere Reserve, but not a real consultation process according to Convention 169. For more information on the application timing see: <http://www.fao.org/3/a-i6190s.pdf>

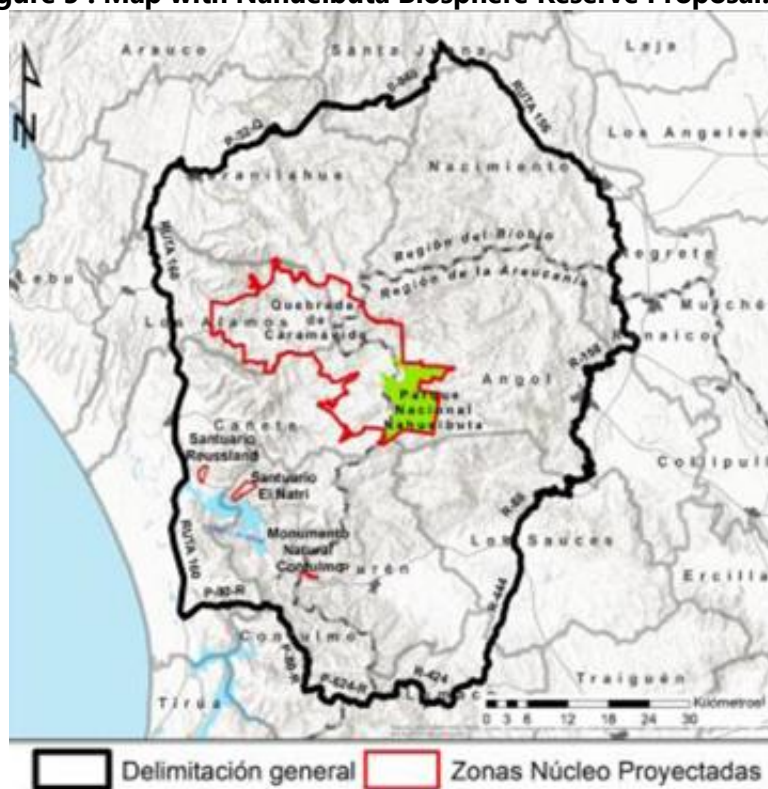
⁶¹ Information taken from PIR 2020.

⁶² The most complex aspect of the negotiations with Forestal Arauco is the commitment of the senior management and the periodic change of managers in the

commitment from forestry companies is required beyond fencing protected areas of high conservation value, to move towards the creation of the sanctuary with surveillance of park rangers and meeting the requirements of the neighbours in order to ensure effective protection of this territory.

- The creation of a Nature Sanctuary in Santa Gertrudis river basin in San Fabián de Coihueco is a proposal that is difficult to realise as the landowners do not agree with it⁶³; hence, it is suggested to create a Nature Sanctuary in El Natri estate of 283 hectares and in Contulmo Forest Reserve.

Figure 5 : Map with Nahuelbuta Biosphere Reserve Proposal.



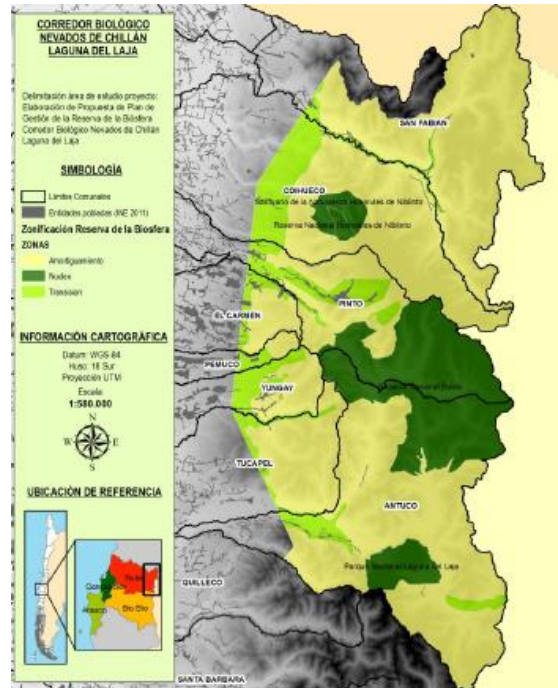
Source: Andrés Jacques Coper, Presentation on RBN in Nacimiento Commune, 2019.

- The management plan for the zone of influence of the Nevados de Chillán - Laguna del Laja Biosphere Reserve (RBNCHLL) has been implemented through the environmental education programme, work on good tourism practices on pilot sites, the implementation of the RECOGE Plan and the Chilean huemul monitoring protocol. This reserve has a core zone of 97,000 ha for preservation and conservation, a buffer zone of 395,000 ha for compatible development, and a transition zone of 74,000 ha for development. All in all, there is a fragmentation of Chilean huemul habitat since the core zones protected by CONAF are distant from each other and corridors are necessary for communication between them.

area, which affects decision-making continuity.

⁶³ This problem reflects the lack of territorial work prior to the implementation of project activities, a situation that is repeated with some neighbours in Cordillera de Nahuelbuta and Arica y Parinacota Region.

Figure 6 : Map of the Biological Corridor Nevados de Chillán - Laguna del Laja.



Source: Recovery, conservation and management plan for Chilean huemul in Nevados de Chillán, CONAF, 2019.

- In the Region of Arica y Parinacota, the micro-reserves network (29.68 ha) management plan is put out to tender to be finished by June 2021. In addition, by updating the Municipal Development Plan (PLADECO) with the Camarones Commune, integrating the Tourism Development Plan (PLADETUR) that includes the Chilean woodstar as a tourist hub, it would be possible to have a tool to serve the territory that is not included in the micro-reserves network.
- One of the challenges of the planning tools is to ensure their validity and management once the project is completed, which requires an open standards methodology and securing Regional Development Funds (FNDR).
- One of the important barriers to advance in the negotiations of the RBN and the Caramávida Sanctuary is the continuous change of authorities, such as the Regional Governor of the Araucanía Region, which will imply a greater investment of time to raise awareness among elected authorities.
- According to the Spanish PRODOC, the target is to reach 501,200 ha. of which 300,000 ha. correspond to Cordillera de Nahuelbuta, 1,200 ha to the Arica y Parinacota Region as micro-reserves, 200,000 ha. in RBNCHLL and the current coverage is 96,473.8 ha. out of the 300,000 ha. committed.⁶⁴
- In order to move forward in the RBN, a real consultation process would be required prior to the implementation of the project, according to the mandate of Convention 169, with grassroots actors in order to gain the trust of leaders and local communities and to share clear information about the scope of the reserve and avoid confusion and opposition from some neighbours due to lack of knowledge.
- Although CONAF participates as a co-financing partner, because of the lack of budget and human resources, this institution eventually preferred not to promote the reserve because it prefers to focus on the administration of the other 10 Biosphere Reserves it owns throughout the country. One of the aggravating factors here is the uncertainty due to the lack of institutionalisation of the SBAP, which

⁶⁴ In the results matrix of the PRODOC in Spanish, there is a mid-term target of 300,000 ha, while the PRODOC in English does not mention a mid-term target. Regarding the final targets in the PIF, 300,000 ha. in micro-reserve corridors, Nevados de Chillán and Cordillera de Nahuelbuta and 300,000 ha. with good practices certification. According to page 45 of the PRODOC in Spanish, the final goal is 501,200 ha (300,000 ha in Cordillera de Nahuelbuta; 1,200 ha in micro-reserves in the Region of Arica y Parinacota; and 200,000 ha in RBNCHLL. While the PRODOC in English only speaks of a final target of 501,200 ha. under indirect management plan and 10% of the total area of direct intervention in pilots (50,120 ha.). This MTR was based on the PRODOC in Spanish.

conditions CONAF to have to abandon this reserve due to a lack of resources for its future administration.⁶⁵

- Although there were no problems regarding the preparation of the RBN dossier, the conflict to southern Cordillera de Nahuelbuta has now worsened, and the government authorities themselves do not see it as an appropriate moment to obtain the consensus required by UNESCO for the declaration of the reserve.⁶⁶
- For Quebrada de Caramávida Sanctuary, although the community is interested in the protection of the area, the development of controlled tourism and the presence of park rangers from Forestal Arauco, there is little commitment other than the fencing of areas of high conservation interest to obtain forest certification.

Output 2.1.2. Good agroforestry, conservation and biodiversity tourism practices implemented by local actors in protected zones of influence, habitats of the four endangered species (Progress 50%).

- In Arica y Parinacota, five polygons have been designated as a network of micro-reserves under the protection of the State of Chile for the conservation of Chilean woodstar and the post-breeding monitoring of the species and the LEK experiment in the framework of the letter of agreement with AvesChile to supplement the information on Chilean woodstar ecology contained by the MMA.
- Good practices based on forest enrichment and ecological soil management are being implemented in 3 pilot farms and a fourth pilot for integrated pest management by reducing the use of pesticides is under preparation.
- Progress has been made in the plant nursery and growing process of 2,000 plants of native and exotic non-invasive flora associated with the Chilean woodstar in collaboration with CONAF for educational gardens and forest enrichment areas and in the production of native flora with the Municipality of Arica for forest enrichment of the river gorge and as green areas of the commune.
- In the Southern Macrozone, progress has been made in the Keule nursery and growing through an agreement with the Municipality of Tomé focused on improving the *ex-situ* infrastructure of the plant and a collaborative agreement with a private nursery for planting testing. On the other hand, the plants in the nursery of CONAF's Seed Centre will be used for the restoration of sites burned by forest fires.
- The good agroforestry and tourism practices are promoted through training, direct work with landowners, public services and the community in general. They are being developed in pilot farms and there are different levels of progress. The following good practices have been identified: participatory design of tourist trails for conservation, reduction of ranching in buffer zones, management of nurseries for ex situ conservation, integrated soil management, reforestation and substitution of agrochemicals.
 - Twenty-one pilots of good practices for the four species were established, engaging 122 farmers associated with the pilots, 48.4% of whom are women (18 pilots in the Southern Macrozone and 3 in Arica y Parinacota).

⁶⁵ There is similar concern in CONAF of Arica y Parinacota about the resources needed for the future micro-reserves' administration.

⁶⁶ From some opinions, it was learned that some people asked for a salary as a benefit for being part of the reserve, which is not possible to satisfy. The truth is that only a few families of Mapuche origin who are members of rural neighbourhood councils live in Cordillera de Nahuelbuta. The native communities are located at the foothills of the mountain range near Carahue and Tirúa, close to one of the most conflictive territorial areas.



Photographs provided by the Mapuche Community of Nahuelbuta and Reussland Park, demonstrative pilots of Darwin's fox.



Photographs provided by Fresia Beyzaga and Zaida Santos, beneficiaries of demonstrative pilots of Chilean woodstar.

- The greatest challenge of these good practices is to replicate and scale up the pilots, as well as to incorporate them into formal instruments such as the Municipal Environmental Certification System (SCAM) and the Environmental Certification of Educational Establishments (SNCAE). At present, there is no clear strategy for pilot scaling up or sustainability, mainly because this requires resources and time that the project is providing to the demonstrative pilots and that so far, it has not shown results that encourage replication. The project would require solid and convincing results and a strategy for communication and exchange among beneficiaries, as well as a clear path for replication with public, social or private initiatives.
- In both regions, trails for eco-friendly tourism are seen as unlikely or at long term. Work is being done on tourism but little on analysis and marketing to stimulate demand, and there is a lack of environmental studies. In the specific case of the municipality of Pinto last September, the project provided advice for the territorial planning of this tourist zone.

Output 2.1.3. Systems for the recognition of good practices that contribute to biodiversity conservation (Progress 20%).⁶⁷

- The aim is to get two recognition systems of good conservation practices for endangered species through certification such as INDAP's Manos Campesinas Seal, although during the implementation of the project, it was noted that this institution does not have biodiversity conservation as part of its lines of certification, so INDAP only recognises outputs and not production processes; and the system of recognition of good agroforestry and tourism practices at the farm level as mechanisms to mainstream conservation criteria in productive activities.
- It is expected to establish good agroforestry and tourism practices implemented in the pilots as instruments and annual work plans of the PRODESAL and PDTI programmes in the municipalities where INDAP operates, since INDAP was included as a strategic partner as of this year.

Output 2.1.4. . Public-private partnerships that support the implementation of good practices based on recognition systems and biodiversity conservation (Progress 70%).

- Twelve public-private agreements have been signed, namely: a collaborative work agreement between the MMA and Universidad de Tarapacá for the conservation and production of native and exotic non-invasive flora for reforestation, as well as information that contributes to biodiversity conservation through undergraduate theses; an agreement signed between the MMA and the Municipality of Camarones to mainstream biodiversity conservation criteria into its socio-economic development; an agreement signed between the MMA and the National Association of Seed Producers (ANPROS) to build capacity among its collaborators and decision-makers through the PEA and support for the restoration of ecological corridors through the conservation of native flora on their land and reforestation in degraded lands; a regional agreement for the creation of the regional network of educational gardens between the municipality of Arica, the municipality of Camarones and the SEREMI of the Environment and Project; an agreement in the drafting stage between the MMA and the Municipality of Arica that encompasses environmental education, management of green areas and public policies such as the municipal ordinance for the conservation of the river gorge as an ecological corridor for the Chilean woodstar; a collaboration agreement for the updating of Camarones' PLADECO mainstreaming biodiversity conservation, food security and Chilean woodstar among its core strategies; an agreement for the formulation of Camarones' PLADETUR including the Chilean woodstar as an icon of tourism development and the implementation of the Chilean woodstar Route in the Codpa Valley; three collaborative work agreements for the implementation of good practice pilots (2 forestry enrichment and 1 ecological soil management) with farmers in the areas of interest for the conservation of Chilean woodstar; a collaborative work agreement with INDAP Biobío to build capacities in good agroforestry and tourism practices in INDAP's professional and technical teams, its territorial programmes and the design and implementation of good practices on INDAP beneficiaries' farms; a cooperation agreement 'Ex situ Keule conservation programme' between CONAF's Seed, Genetics and Entomology Centre for the nursery and grow of 10. 000 Keule plants for restoration actions; and a national collaboration agreement between the Ministry of the Environment and INDAP to further sustainable Family Farming practices, which is under review by the parties.
- The challenge is to resume the operationalisation of agreements that have been suspended due to the pandemic.

Output 2.1.5. Methodologies implemented and adapted for the conservation of the Darwin's fox on Chiloé Island (Los Lagos Region), Keule in Maule Region, and the Chilean woodstar, in Tarapacá Region (Progress 40%).

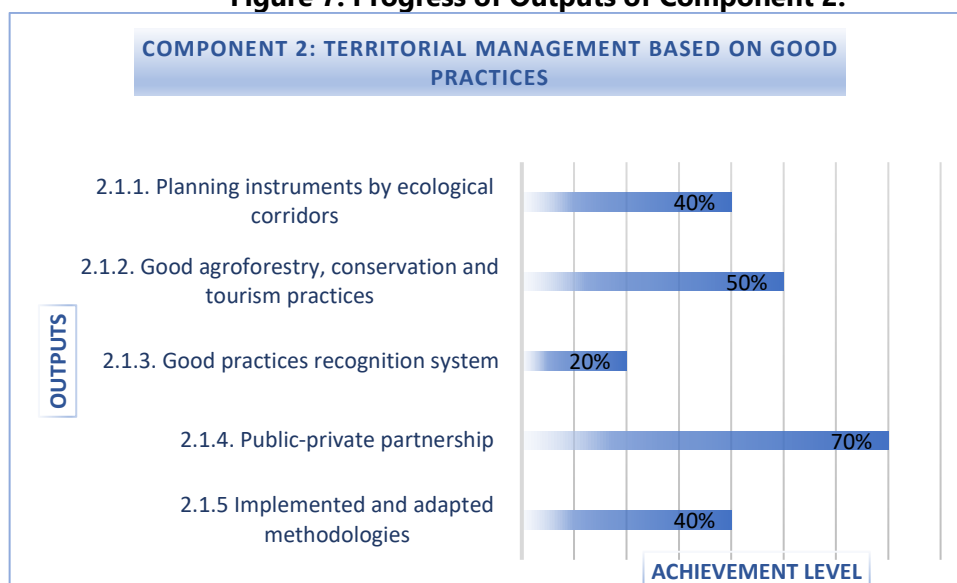
- A monitoring protocol for Chilean woodstar is verified.
- There is a monitoring protocol for Chilean huemul in central Chile validated by the public and private committee made up of CONAF, SAG, MMA, AUMEN ONG, ONG Dosel, Forestal Arauco, Forestal Mininco, which is currently at the stage of having the observations of this protocol in the Management of Protected Areas of CONAF. However, this protocol has not been validated by the actors of the Ñuble

⁶⁷ This shows a setback compared to the 2019 PIR, with 40% progress.

Region as it has not yet been submitted to the Ñuble Region Working Group for analysis and review of its specific, general and technical objectives, such as parameters, variables and basic methodologies. This phase is considered extremely important because the species inhabits a large portion of the Protected Wildlife Areas managed by this region, where there is also a significant number of specialists in the species. It would be necessary to reinforce the work with the actors of the Ñuble Region, who have so far participated only as validating agents of proposals put forward by the Biobío Region, rather than in an active manner. The proposal will be validated as soon as the active participation of the relevant bodies in the Ñuble Region is effective.

- A Keule monitoring protocol is being developed and the proposal has yet to be validated by a committee of experts. There are 53 sites surveyed for Keule in the regions of Maule, Ñuble and Biobío. In 40 of these sites, samples of Keule were obtained for genetic analysis. The site is in the hierarchisation stage for the implementation of good practices and there is a site record for the monitoring of the species.
- A Darwin's fox monitoring protocol is being drawn up, which includes the populations in the Biobío, Araucanía, Los Ríos and Los Lagos regions.
- As for the Chilean woodstar, there is a post-breeding monitoring report and a letter of agreement with AvesChile to draw up a monitoring protocol.
- The challenge is to ensure that the monitoring protocols for each species are included as tools used by the institutions with influence over the species and their habitat by means of a prior standardisation of the information provided.

Figure 7: Progress of Outputs of Component 2.



Source : Prepared by the author.

➤ **Component 3: Mainstreaming endangered species conservation criteria in public policy instruments and municipal regulatory frameworks in the regions of Arica y Parinacota and the Southern Macrozone.**

Component 3 shows a progress of 33.33% on average.

Output 3.1.1. RECOGE plans designed (Darwin's fox and Keule), updated (Chilean huemul and Chilean woodstar) and under implementation (Progress 50%).⁶⁸

- There are three Recovery, Conservation and Management Plans (RECOGE) under implementation and one in the design phase.

⁶⁸ This shows a setback compared to the 2019 PIR, with 70% progress.

- A Chilean huemul RECOGE Plan has been approved by the Committee of Ministers. It is an administrative instrument that contains the set of goals, objectives, actions and cost to recover, conserve and manage the Chilean huemul in the area of Nevados de Chillán - Laguna del Laja located in the mountain sector of the Ñuble and Biobío regions. The monitoring group for this RECOGE plan is made up of the following institutions with representatives from the Ñuble and Biobío regions: CONAF, MMA, NGO AUMEN-CODEFF, Forestal Arauco, SAG. Its implementation will be carried out over a 20-year time horizon with an evaluation by the monitoring team after 10 years.⁶⁹
- A RECOGE Plan for Darwin's fox, which is in the final stage prior submission to the Ministry of the Environment's Plans Committee.
- A RECOGE Plan for the Chilean woodstar, updated and sent to the MMA for review.
- A RECOGE plan for Keule is being designed. A draft document is available, and an invitation has been issued to set up a group to draw up the plan in process.
- It is hoped that the four RECOGE Plans may be completed within the project in order to establish a long-term national conservation policy for each species.

Output 3.1.2. Five municipal ordinances mainstreaming conservation of endangered species in their territorial management (Advance 20%).

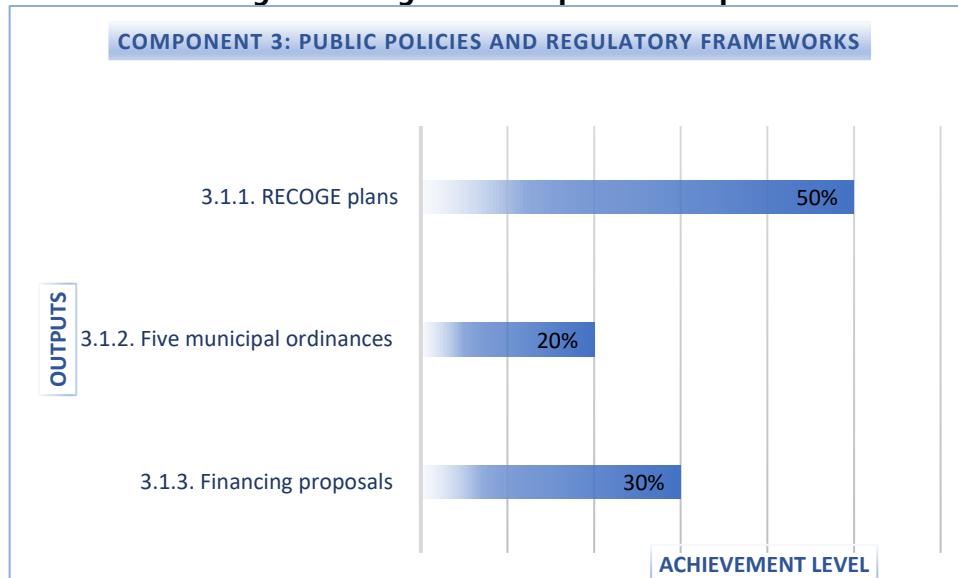
- With regard to municipal ordinances in the Region of Arica and Parinacota, the following should be noted: an analysis of needs and collaboration to advance in the drafting of a municipal ordinance focused on the protection of the Chilean woodstar's habitat related to the river gorge and green areas of Arica, which is a national asset of public use, and an analysis to draft a proposal of a municipal ordinance for Camarones.
- There is no progress regarding ordinances in the Southern macro zone: at least 3 municipal ordinances should be drafted and a call for tenders should be made to the municipalities with which to work in the second half of this year. Three of the 28 municipalities where the project is being implemented have been selected for the elaboration of ordinances. Citizens can participate through virtual means.

Output 3.1.3. Funding proposals for the conservation of endangered species as part of land management (Progress 30%).

- In terms of funding proposals for conservation, the following advances can be noted:
- A technical proposal designed to secure funding from the Climate Change and Sustainability Agency. A proposal for the Voluntary Watershed Management Agreement is being prepared for the management and conservation of the watershed and its biodiversity of the Ñuble River, although there is no political support from the Mayor of San Fabián de Alico.
- A Regional Biodiversity Conservation Policy for 2017-2030 developed in the framework of the co-financing of the SEREMI of the Environment of the Biobío Region. During this year, the SEREMI will seek approval from the Regional Government (GORE) to finance initiatives aimed at biodiversity conservation.

⁶⁹ CONAF of the Biobío and Ñuble Regions, Plan for the Recovery, Conservation and Management of the Chilean Huemul (*Hippocamelus bisulcus*) in Nevados de Chillán, 2019.

Figure 8: Progress of Outputs of Component 3.



Source: Prepared by the author.

➤ **Component 4: Results-based management, monitoring, evaluation and dissemination.**

Component 4 shows a progress of 33.33% on average.

Output 4.1.1 Monitoring and evaluation (M&E) system that provides constant information on the achievements of project targets, outcomes and outputs (Progress 50%).

- A 40% of the project outcomes has been achieved.
- There are three semi-annual reports and two annual reports (PIR).

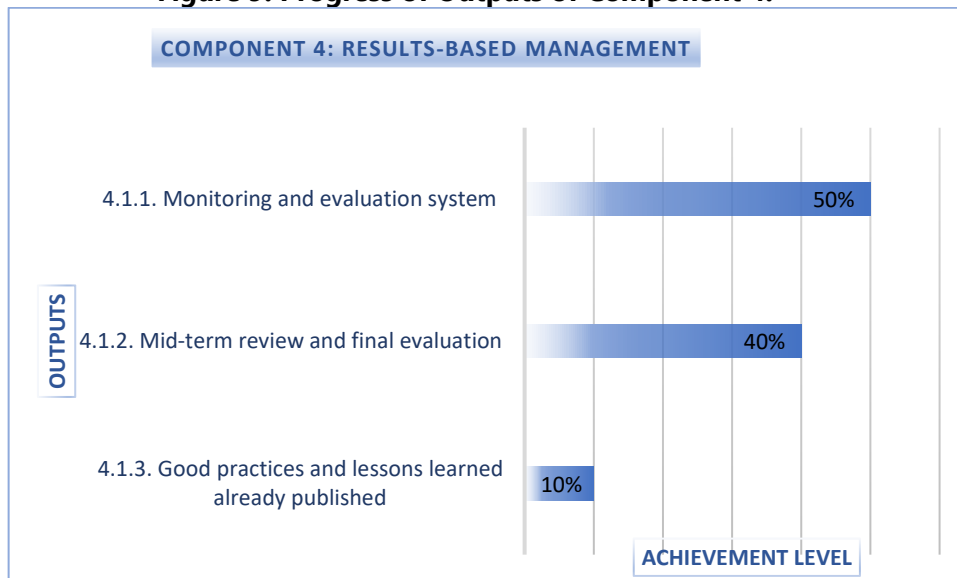
Output 4.1.2. Mid-term review and final evaluation completed and implementation and sustainability strategies in line with its recommendations (Progress 40%).

- The MTR is lagging behind schedule, as it was initially intended to be carried out at the end of 18 months of project implementation, i.e. at the end of March 2019. The RMT is being carried out in what would have been the closing month of the project if it had not been extended by COVID.

Output 4.1.3. Publication of good practices and lessons learned from the project (Progress 10%).

- The systematisation of the pilot experience on good agroforestry and tourism practices for each of the four species has begun.

Figure 9: Progress of Outputs of Component 4.



Source: Prepared by the author.

54. Although the outputs have been achieved at 40% on average, other factors were also considered for the effectiveness analysis, as detailed below, as well as the opinion of the interviewees and focus groups. Although some outputs are behind schedule due to last year's social unrest and the pandemic for most of this year, we believe they could be achieved by 30 September 2022.⁷⁰
55. One of the main **indirect results** that can be highlighted at the time of this MTR is that thanks to the Diploma Course 'Biodiversity and Sustainable Production: conservation and territorial approach' developed by the FAO-GEF Project, it was possible to influence some municipal officials to adapt their Municipal Development Plans (PLADECO) and encompass the environmental perspective. It is also expected that, through this project, INDAP officials will be able to internalise good biodiversity conservation practices at the national level.
56. On the other hand, as an **undesired outcome**, it is worth mentioning the division between neighbours and actors related to the project, regarding the land which MBN loaned to the MMA as micro-reserve polygons. Therefore, half of two plots of land occupied by neighbours for many years were granted, which sparked animosity in some of them to collaborate in the conservation of the Chilean woodstar and, on the other hand, a certain level of solidarity from the rest of them with those affected.⁷¹ Likewise, in the Southern macro zone, a series of conflicts and mistrust have arisen among the neighbours of Caramávida, Cayucupil and Contulmo due to inadequate approach to field work when the Nahuelbuta Biosphere Reserve (NBR) proposal was put forward and the scope of it was not clearly understood.⁷²
57. Some beneficiaries are also confused about the project. Although some neighbours continue to participate in training activities on Darwin's fox provided by partners such as the Nahuelbuta Foundation and the Universidad de Concepción, participants fail to distinguish that these are also allies of the project.⁷³

⁷⁰ It is assumed that the COVID restrictions will be extended until the end of this year, although no one is certain of their intensity and duration. The social conflict remains latent, which could prompt national, regional and local authorities to prioritise the social agenda over conservation actions. As for the Mapuche conflict, despite the fact that the conflict is worsening, given that, in general, local communities support protection measures against the deforestation of native forests and the protection of water sources, this is not seen as an obstacle if a territorial approach is properly implemented.

⁷¹ In the Arica Region, due to the lack of large extensions of land and the extreme aridity of the soil, together with the pressure of intensive agriculture to supply products to the central and most populated area of Chile during the off-season, there is a strong demand for land, which in many cases leads to illegal occupation of the land. In one of the cases reported, the police forces were called in to evict the owner, and an agreement was negotiated with the MBN so that they could keep half the number of hectares of their land.

⁷² For more information see Table of Recommendations.

⁷³ The request for transparency reports to the MMA on the commitment and activities of the Nahuelbuta Foundation was confirmed.

58. In order to ensure the management plan of the Biological Corridor of 'Nevados de Chillán - Laguna del Laja Biosphere Reserve (RBNCHLL)', it was verified that the Project only contacted a muleteer of medium land extension, but not the small muleteers grouped in the Asociación de Muleteros de Pinto. They were not consulted and are considered the most affected as they cannot take their livestock to summer grazing to Cordillera de los Andes.⁷⁴ This difficulty is based on the transmission of diseases from the cattle to the Chilean huemul, which would leave these farmers' livestock with little feed for the rest of the year, as they would eat the winter forage in summer. In addition, in the area of San Fabián de Alico and Pinto, the neighbours are also concerned about the impact of the Punilla Dam wall construction and the prospecting of some mining projects.
59. Among the necessary **adjustments** to improve efficacy in this second stage of the project, including the new context derived from the social unrest and the health security imposed by the COVID19 pandemic, mechanisms for communication, work, training and online advice should be established in order to prioritise and guide actions towards the achievement of the project outcomes and objectives.
60. At the moment, the priorities for the authorities and civil society are health measures, sometimes overlapping with those derived from the social unrest since October 2019. The economic recession and the high level of unemployment could determine a prioritisation of financial resources to resolve more urgent social issues and priorities, both in the short and medium term, than those linked to biodiversity conservation.
61. Due to mobility restrictions in the context of the current health crisis, there may be further delays in some outputs and outcomes depending on the severity and extent of the pandemic, which could affect the achievement of the same at the end of the project. Given the high number of infected people and the recurring quarantines, it would be necessary to continue working, as far as possible, with all the safety precautions and care in those areas where field work or sporadic visits can be performed. Otherwise, through virtual tours, photos and videos from the beneficiaries, to learn about the progress of the activities in the demonstrative pilots and, at the same time, provide solutions to the problems that the owners are facing through online advice.
62. With regard to the PEA training for teachers, students, school officials and neighbours, if the crisis continues, it will not be possible to organise face-to-face classes and workshops to avoid contagion. Therefore, a 100% online training modality should be adopted. This would not represent a limiting barrier as this is what is being done at the formal education level at this critical time.
63. In the case of the municipalities, the main resources will be allocated, in the first place, to solve health problems, ensure adequate access to health, education, transport, etc., which could restrict the level of funds allocated to actions such as responsible pet ownership and vaccination campaigns to prevent not only the abandonment of pets but also the transmission of diseases from pets to the Chilean huemul and Darwin's fox.⁷⁵
64. In the case of universities and non-governmental organisations (NGOs) that provide services or support for some project activities, it will depend on the time of suspension of face-to-face and field work or the suspension of projects or research studies. Some advisory and control mechanism will have to be sought to ensure that the expected progress of the outcomes can be met.
65. Concerning tourism, contingency plans for the management of small-scale tourism should be designed, together with SERNATUR, considering 6-month, 1-year and medium-term timeframes, so that if the

⁷⁴ As the summer grazing activity still takes place in the Cordillera de Los Andes, the situation of livestock exclusion only considers the mountainous territory of the Protected Wildlife Areas.

⁷⁵ Since 2017 the municipalities have taken over the control of the Cholino Law that was enacted in 2017 for Responsible Pet Ownership. Even with this, the gap would be in who should be in charge of the control of feral animals.

population turns to local tourism, actions are planned in order to avoid the environmental burden on reserves, parks, routes and sanctuaries. Also, develop first aid training for tour guides.

66. The rest of the project partners such as SEREMI, CONAF, SAG and INDAP, among others, corresponding to the different regions involved should try to coordinate online activities and remote or sporadic face-to-face control when conditions allow it.
67. In terms of **partners** engagement, only Fundación Keule is no longer working, as it became evident that it did not have the necessary legal association requirements to enter into a formal agreement. However, new actors such as NGOs, groups and municipalities from other regions were incorporated, and the organisation Ética de los Bosques began to operate in the Biobío Region under the name of Fundación Nahuelbuta due to administrative requirements. As regards team coordination: extensive dialogue between different public and private actors, field work and synergies has taken place, especially for the installation of the pilots. However, relations are mainly between the regional coordinators and each actor what represents failure to communicate outcomes or progress between them and the regions. Progress is reported once a year to the National Steering Committee by the coordinators themselves. Therefore, there is a lack of adequate communication channels between the different actors, the local communities and the regions of Arica y Parinacota and the Southern macro zone.
68. It should be noted that, in addition to the project partners, twelve public-private agreements have been concluded within the framework of the project as will be detailed in the analysis of Output 2.1.4 below.
69. In terms of **installed capacities**, the training provided within the PEA framework to students, teachers, civil society and civil servants stands out. Likewise, training for professionals in monitoring species and for civil servants participating in the diploma course, will develop some capacities to create good forestry, farming and tourism practices in INDAP's professional and technical teams and their implementation in the territorial programmes after the project, from the perspective of biodiversity conservation in the production systems.
70. With regard to the **online survey** that tried to find out about the practical usefulness of the training on the conservation of the four species, the following results were obtained:
 - The response rate was low. 220 email were sent about all the species, and only 16 responses were received: 6 for Chilean huemul, 5 for Chilean woodstar and another 5 for Keule. (See Annex 6 Online Survey Form and Results). The low number of responses could be due to unused email accounts, or that a large number of them went directly to spam mails, or that, thanks to the work and study modality prompted by the pandemic, perhaps, it could have resulted in a lower response rate given the high number of emails received by each one of us.
 - The number of responses is very low and there are insufficient parameters for comparison with each other as the opinions gathered refer to different workshops and trainings conducted per species.
 - Only a few relevant aspects will be generalised, such as:
 - Level of skills acquired at the end of the workshop or training: 37% said 'High', while 50% said 'Excellent'.
 - Contribution to improving personal performance: 94% said 'Very much'.
 - Practical application for the benefit of their community: 69% said 'Yes', they were able to make practical application of the knowledge acquired.
 - Level of satisfaction, in general, with the workshop or training: 81% said they were 'Very satisfied' and 19% said they were 'Satisfied'.
 - The opinion gathered in surveys was cross-checked with focus groups that also aimed at assessing the usefulness of the PEA trainings.

71. Finally, the GEF Tracking Tool Matrix speaks of a direct surface area of 501,200 ha at the beginning (300,000 ha correspond to the Cordillera de Nahuelbuta, 1,200 ha to micro-reserves in the Arica y Parinacota Valleys and 200,000 ha to the RBNCHLL) and 0 ha of indirect surface area. With regard to the results reported for the purposes of the MTR, a direct area of 96,473.8 ha was achieved with the implementation of good practices in pilot farms: Cordillera de la Costa (Keule) 588 ha; Cordillera Nahuelbuta (Darwin's fox) 2. 860 ha; El Natri state with 283 ha; Cordillera de los Andes Chile Central (Chilean huemul) 92,900 ha; Micro-reserve network (Chilean woodstar) 29.68 ha; and the territory under good agricultural practices for the conservation of Chilean woodstar: 95.5 ha. Thus, so far, only less than 4,000 ha are being secured for Darwin's fox and Keule.
72. In addition, 565,807 hectares are included, corresponding to the indirect surface area of the RBNCHLL management plan with the promotion of good agroforestry and tourism practices, training by the PEA for public officials, the educational community and civil society, and work on two private properties where cattle management is being implemented in habitat areas, the RECOGE Plan and the protocol for monitoring the Chilean huemul.
73. In terms of the beneficiary certification system, the following are mentioned: the restoration of landscapes with native flora, the reduction in the use of pesticides and the establishment of biological corridors in productive landscapes. In the transformation of markets, it is stated that 9 families will diversify their economic income through agro-tourism in Codpa, Region of Arica y Parinacota, although no reference is made there to an expected total as an intermediate or final target. Regarding prevention, control and management of invasive species, the matrix indicates that: there is a national coordination mechanism (which is equivalent to 1 point) and contingency plans (1 point), an implemented strategy (3 points), monitoring of policies, legislation and regulations by sectors (6 points); and a detection survey (0 points). Therefore, the total compliance regarding the 5 questions answered on invasive species is 11 out of 21 maximum possible points to be achieved.
74. The most relevant aspect of this matrix is that, so far, only 19% of the area committed to as end target has been secured, meaning that there are still missing hectares for the protection corridors for Darwin's fox, Keule and Chilean woodstar (see Annex 11 GEF Tracking Tool).

4.3. Efficiency:

To what extent has the project maximised resources (funds, staff, expertise, equipment, etc.) by converting them into outcomes at the lowest possible cost and in the shortest possible time? Has the availability of financial resources for the implementation of the project's actions, activities, initiatives and/or interventions been sufficient or have more resources been required? Is the ratio of committed resources versus programmed activities within the accepted margins for the project? Are there delays in the delivery of outputs? What are the causes of these delays? Have resources been managed efficiently and transparently in processing contracts and letters of agreement? To what extent did the project build on existing agreements, initiatives, data sources, synergies and complementarities with other projects and partnerships, avoiding duplication of similar activities by other groups and initiatives?

- **Finding 5: There is evidence of efficient budget management as the budget spent is 53%, leaving a 47% for the additional year granted by the GEF⁷⁶ until 30 September 2022 because of the pandemic, so that priorities can be redirected to meet the outcomes at the end of the year.**
- **Finding 6: In terms of resources/timing of Outcome 2 on good territorial management practices, the project was quite ambitious, as the situation at the time of implementation was unknown, which will imply redefining and prioritising actions in this second stage in order to meet, as far**

⁷⁶ The automatic extension period of the GEF is until 30 September 2021.

as possible, the target surface committed for the four species and the certification of good practices by INDAP according to recommendations provided by this MTR.

- **Finding 7: The project has attracted new strategic partners such as municipalities from other regions, INDAP, non-governmental organisations, universities, foundations, corporations and groups that have carried out studies and field work for the protection and monitoring of the four species prior to the project, as well as co-financing contributions.**

Efficiency rating: Satisfactory (S)⁷⁷: 'The outcomes level is as expected or there has been no or minimal shortcomings'. The project has managed its budget efficiently, it has been able to attract important partners such as INDAP and take advantage of some synergies and complementarities with the work done by CONAF, non-governmental organisations, universities, foundations, corporations and groups, which means that it has the necessary resources for the greatest achievement of outcomes, considering an additional year.

75. The budget allocated as of 30 June 2020 is sufficient and the amount disbursed is 53%: USD 1,283,143 / USD 2,411,416. Therefore, there is a 47% left for the additional year granted by the GEF⁷⁸ because of the pandemic and for a one-year extension recommended by the evaluation team to redirect their priorities and meet the outcomes at the end of the year. There are resources even though in net terms the budget is in its third year of execution.
76. In terms of the resources - time ratio, there is less progress in Outcome 2, in particular: Output 2.1.3. on good practices recognition are a 20% of Component 2; Output 3.1.2. on five municipal ordinances and Output 3.1.3. with funding proposals of Component 3 with a 20% and 30% achievement respectively; and Output 4.1.3. of Component 4 on good practices systematisation with a 10%.
77. A one-year extension, i.e. until September 2022, is recommended in order to achieve the project outcomes. In the current context of the pandemic, this is possible thanks to cost savings on trainers' airfare, hotels, travel expenses, insurance, etc. of lecturers, advisors and consultants, as training can be performed remotely. In this way, the budget saved can be reallocated to achieve the project outcomes and objectives within the additional timeframe.
78. The project has attracted new strategic partners through letters of agreement and multiple collaboration arrangements with municipalities in other regions, CONAF of Biobío, INDAP, non-governmental organisations, universities, foundations, corporations and associations, which has resulted in a more efficient use of the budget. In addition, several private companies and ANPROS added new co-financing contributions.
79. Regarding **synergies and partnerships**: the project took advantage of information and work previously done by other organisations and institutions.:
- There was synergy with interventions in the regions with the public, social and private sectors through partnerships and collective work, building on previous knowledge and information.
 - There were previous agreements such as those between AvesChile and the MMA for the protection and monitoring of the Chilean woodstar; data and studies done by CONAF, associations and other groups on the work carried out with the Chilean woodstar; Keule network sponsored by the Municipality of Tomé; and studies and work carried out by universities and forestry companies on species monitoring.
 - By incorporating INDAP as a partner, there are synergies and complementarities with programmes

⁷⁷ GEF rating scale, 2017, op. cit. which considers 6 ratings: (HS) Highly Satisfactory, (S) Satisfactory, (MS) Moderately Satisfactory, (MU) Moderately Unsatisfactory, (U) Unsatisfactory and (HU) Highly Unsatisfactory.

⁷⁸ La extensión automática del GEF es hasta el 30 de septiembre de 2021.

- o such as PRODESAL, PDTI and SAT in their application at the local level together with the municipalities.
- o Likewise, by including the institutions of the Ñuble Region, the experience acquired with the Chilean huemul would be harnessed.
- o In the pilots of the Southern macro zone, an attempt was made to promote existing initiatives such as the pilots located in the Reussland Park, the Corporación Mapuche de Nahuelbuta and the pilot located in the Pimentel family state in Coihueco, which had already been working on sustainable tourism, including training on the protection of Darwin's fox, Chilean huemul and Keule, tourist trails and environmental impact studies.
- o There was little use of synergies with other GEF projects in Chile and other agencies, such as the project developed by the World Wildlife Fund (WWF) with funds from the European Union⁷⁹ in the Cordillera de Nahuelbuta, which aims to protect Darwin's fox among other species; and programmes of other United Nations agencies that are undertaking conservation or restoration initiatives in the project area, to avoid duplication of activities.
- o There should be partnerships with other UN agencies such as UNDP⁸⁰ and UNEP⁸¹, which share the same objectives with the project, to stress the alignment with international agendas and add to the National Biodiversity Strategy (NBS),⁸² contribute to national targets and help with positioning the common themes in the public agenda.

4.4. Factors affecting project progress:

Design: Did the project design help to achieve the project outcomes? Is the causal logic of the project coherent and clear? To what extent are the project objectives and components clear, practicable and feasible within the timeframe?

Project implementation and management: To what extent did the implementing agency fulfil its roles and responsibilities in the management and administration of the project? What have been the main challenges in relation to project management and administration? Are there any barriers or other risks that may prevent progress and the achievement of the project's long-term objectives? Were mitigation measures implemented to address the risks?

Financial management and co-financing: What have been the challenges with regard to the project's financial management? To what extent has the committed co-financing been delivered? Has additional co-financing been provided since implementation? Have all partners made the committed contributions?

Project oversight, implementation function: To what extent has FAO provided oversight, guidance and support (technical, administrative and operational) during identification, formulation, approval, initiation and implementation? Was such accompaniment timely?

Involvement of partners: To what extent have relevant stakeholders, such as national and regional government institutions, civil society organisations, non-governmental organisations, academia, local and indigenous communities and the private sector been involved in project formulation and implementation, and what are the participation mechanisms? Do all partners continue to work on the project? If not, why not? How has the project been coordinated nationally and in the regions? Were there or are there any groups opposing the project?

Communication and knowledge management: How effective has the project been in communicating and promoting key messages and outcomes to partners, stakeholders and the general public? Is there any strategy regarding partners, stakeholders and a general audience? How can this be improved?

M&E system: Has the M&E plan been practical and sufficient? Has information been gathered systematically, using appropriate methodologies? To what extent has the information generated by the M&E system during project implementation been used to adapt and improve project planning and implementation, achieve results

79 Project 'Partnerships for the management of forest restoration at landscape scale in Nahuelbuta', funded by the European Union and implemented by the Regional Government of Biobío, together with the Association of Municipalities, Fundación Nahuelbuta and WWF Chile, as co-applicants.

58 Learn and share experiences and add to the broader strategies of both agencies: UNDP Chile base are projects in four areas to investigate and look for complementarity: governance and territorial development, poverty reduction and inclusive development, environment and sustainable development and gender equality <https://www.cl.undp.org/content/chile/es/home/our-focus.html>

59 PNUMA Chile works to build more resilient livelihoods through healthier ecosystems, so the common objective is clear: <https://www.unenvironment.org/es/sobre-el-programa-de-la-onu-para-el-medio-ambiente/politicas-y-estrategias>

60 Action Plan in 4 areas: protection; restoration; sustainable use; management and good governance:

https://www.cl.undp.org/content/chile/es/home/operations/projects/environment_and_energy/planificacion_nacional_biodiversidad.html

and ensure sustainability? Is there gender-disaggregated targets and indicators? How can the M&E system be improved?

- **Finding 8:** The project design has a comprehensive approach, which emphasises the conservation of four emblematic endangered species by reducing pressures, improving production and tourism practices, as well as collective work aligned with the public, social and private sectors. However, its design did not consider the social risks and implications of the historical Mapuche conflict, nor the creation of the Ñuble Region,⁸³ although these are important issues that have repercussions on project development. Additionally, the project was somewhat ambitious and unrealistic in terms of scope and available resources such as time, equipment and budget, as it is based on the implicit assumption of an existing SBAP.⁸⁴
- **Finding 9:** There has been close supervision of the project and accompaniment by FAO, mainly to the coordinating team and the MMA counterpart. However, this accompaniment took place primarily from the second year of implementation onwards. Therefore, there is a need for greater involvement of FAO Chile's gender focal points and indigenous communities, more clarity on the purpose of the M&E system and advice on knowledge management.
- **Finding 10:** Financial management has been efficient, albeit an underspending in terms of time and projected expenditure. As of 30 June 2020, a 45.17% of the budgeted expenditure is reported with a remaining 54.83% to complete the activities and outputs. The delay verified in some outputs is due to the delay of 9 to 10 months in the installation of the project, the social context and restrictions due to the pandemic. With regard to co-financing, as of 30 June 2020, only a 20.37% of the total projected cash and in-kind financing for the project has been realised.⁸⁵
- **Finding 11:** The engagement of partners has been primarily on a bilateral level, i.e. between coordinators and partners. Multi-partner exchange takes place in the framework of the Regional Technical Committees,⁸⁶ the Sub-Committees for each species and in the National Steering Committee once a year. There has been a lack of communication on the progress of collective outcomes and regular updates on the overall project approach; and a lack of timely updates on adaptations and changes generated in the context of the social unrest and pandemic.
- **Finding 12:** There has been wide dissemination and communication of the project and the focal species in newspapers, digital press, television reports and social media, as well as through the distribution of environmental raising awareness and education material. However, the municipalities and communities have not been duly informed about including their usual means of communication into the strategy, adapted to local realities, comprehensive and constant, to position the issue and raise awareness among end users.
- **Finding 13:** There is an M&E component as part of the project, which functions by compliance of elements rather than as a system, where there is no responsible person in charge. There is limited knowledge management identified for adaptive management and collective planning.

⁸³ The decrees for the creation of the Ñuble Region were in place since July and August 2017 before the implementation of the project and the Region was created in September 2018.

⁸⁴ That after 3 years of implementation of the project it has not yet materialised, although since 6 October it has again been processed as a matter of simple urgency: Bulletin 9404-12: <https://www.camara.cl/legislacion/ProyectosDeLey/tramitacion.aspx?prmid=9819&prmbolatin=>

⁸⁵ From the PIR 2019 and PIR 2020 and data provided by the FAO finance team for the Actual Expenditure Table.

⁸⁶ Two Regional Technical Committee sessions in Arica y Parinacota and four in the Southern macro zone; three Steering Committee sessions (one session per year).

Rating of Factors Affecting Project Progress: Moderately Satisfactory (MS)⁸⁷: while the project is comprehensive and brought together a wide range of actors towards a common goal, it was ambitious in its design and relied on a non-existing SBAP; it lacked a strategy in approaching local communities and there are shortcomings in the M&E system. However, all these issues have not been a significant limitation and can be reoriented during the second phase of the project

80. The design of the project has a comprehensive approach in which it places emblematic species at the centre of the conservation of endangered species and, through this, it drives improvements in production and tourism practices through collective work between public institutions, civil society and the private sector. However, the project may fall short in the scope of its outcomes, as its design envisages ambitious outcomes in view of the time, equipment and budget available: (a) the project was designed under the assumption of an existing SBAP,⁸⁸ which so far has not yet materialised; (b) the project intended to create new conservation areas, such as the RBN with its management plan, which implies significant time devoted to community work and governmental commitment; (c) the project also included a certification that endorses and values good productive practices that apply strategies for conservation, which is a long process that is not expected to be achieved within the timeframe of the project; d) the design proposes the number of individuals per species as the unit of measurement for the project targets, considering as a baseline the population reported in 2007,⁸⁹ which could be quite different from that 10 years later; and where, halfway through the project, the methodologies for monitoring and population calculation are still being defined and standardised, so it is difficult to be clear about the number of individuals per species at the end of the project in the areas where the project is working.
81. The 9-10 months required for the installation of the project is a relevant factor when considering the delays in the delivery of some outputs, which was also aggravated by the social unrest and pandemic restrictions. The delays in project installation are due to multiple factors. Firstly, due to the time needed to obtain the approval and signature of the Chilean government. Secondly, there were difficulties in deploying the project in the territories due to new regional and municipal authorities. In addition, not all relevant actors were considered in the design, so that other municipalities and regions, as well as new strategic partners, had to be incorporated in the implementation. In the Arica Region, being a relatively new region, there are few consultants, while in Ñuble, although the decree for its creation as a region dates back to August 2017, it was not officialised until September 2018. Finally, it was difficult to conclude the letters of agreement with some partners, as the foundations must be incorporated as a legal entity, for example.
82. An analysis of the project budget execution shows that the amount executed as of 30 June 2020 is USD 1,089,169 out of a total of USD 2,411,416, therefore, a cash fund of USD 1,322,247 remains available. As of the date of the MTR, ending 30 June 2020, a 45% of the actual expenditure has been executed (comparing budgeted versus materialised). The Region of Arica y Parinacota has spent USD 459,263 and the Biobío Region USD 597,181. The low level of expenditure is partly due to the fact that this year, due to the pandemic, very little has been spent in relation to what was budgeted.

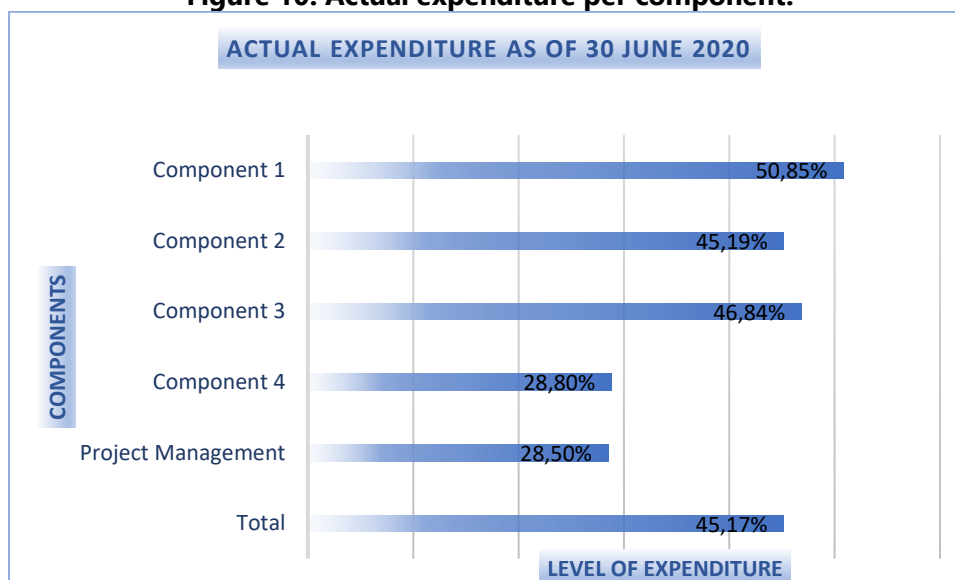
87 GEF rating scale, 2017, op. cit. which considers 6 ratings: (HS) Highly Satisfactory, (S) Satisfactory, (MS) Moderately Satisfactory, (MU) Moderately Unsatisfactory, (U) Unsatisfactory and (HU) Highly Unsatisfactory.

88 Chamber of Deputies, Chile, 6 October 2020:

https://www.camara.cl/legislacion/ProyectosDeLey/tramitacion.aspx?prmid=9819&prmoletin=&fbclid=IwAR1SdrYVw5WL3fyju_ula775EcA4iewpGCw6Wdu1zOkIOxyZib8wxbBtrYQ

89 PRODOC in Spanish, 2016.

Figure 10: Actual expenditure per component.



Source: Prepared by the author.

83. Thus, there is still a little more than half of the resources left to conclude the project outputs and redirect the priority issues such as clarifying methodologies and data for species monitoring, defining and promoting the creation of the RBN or its Plan B, and promoting the sustainability, communication and M&E strategy.
84. From the analysis of estimated versus actual expenditure, it could be seen that the level of actual versus budgeted expenditure in the period is slightly lower than expected for the mid-term and even more so if we consider that this MTR was done well behind schedule to be implemented in March 2019, i.e. when the 18 months were up. The lowest disbursement is in Component 4 and in project management, accounting for less than 30% of the budget spent.
- For Component 1: there is a remaining balance of USD 346,388 over the budgeted amount of USD 704,742, which corresponds to 49.15% to be spent. In this component, the largest expenditure was made on Output 1.1.1 Species information dissemination mechanisms and Output 1.1.2 Environmental education programme, both accounting for around 95% of the expenditure. In contrast, Output 1.1.3, corresponding to good practices tools accounted for only 24% of the expenditure.
 - For Component 2: there is a remaining balance of USD 631,014 over the budgeted amount of USD 1,151,310, which means more than half of it, 54.81%, has not been executed. In Output 2.1.1 Management instruments under a corridor approach, which includes proposals for nature reserves, USD 155,804 has been spent, which corresponds to almost a 40% of the budget; in Output 2.1.2 on good agroforestry, conservation and tourism practices, almost a 39% was spent; and in Output 2.1.3, which consists of good practices recognition systems and their certification, expenditure reached USD 70,406, which is around 86% of the total budget.⁹⁰
 - In Component 3: there is a remaining USD 149,999 out of USD 282,179, which represents a 53.16% underspending, and Output 3.1.1 of RECOGE Plans close to 100%.
 - For Component 4: there is a remaining USD 112,742 out of USD 158,356 or 71% to be spent.
 - Finally, for project management costs, there is USD 82,104/USD 114,829 or 71% available.

⁹⁰ This information will be truly relevant when prioritising actions and the scope of certain outputs for the second stage of the project, such as the approval of the Nahuelbuta Biosphere Reserve and its management plan, as well as the certification of good practices by INDAP.

Table 1 Project expenses per mid-term outputs and outcomes. ⁹¹

Component/outcome/output	Estimated design cost (USD)	Actual cost/expenditures (USD) to 30 June 2020	Carryover (USD) to 30 June 2020	Actual/planned expenditures ratio
Component 1	704,742	358,354	346,388	50.85%
<i>Outcome 1.1. Strengthened local actors' capacity.</i>				
1.1.1 Mechanisms for disseminating updated and ongoing information on the status of the four species.	109,742	105,708	4,034	96.32%
1.1.2. Environmental education programmes.	150,000	141,518	8,482	94.35%
1.1.3 Good practices implementation tools.	445,000	111,128	333,872	24.97%
Component 2	1,151,310	520,296	631,014	45.19%
<i>Outcome 2.1. Stabilisation of the four endangered species populations (hectares and population).</i>				
2.1.1. Management planning instruments under a corridor approach.	390,000	155,804	234,196	39.95%
2.1.2. Good agroforestry, conservation and tourism practices.	585,610	225,727	359,883	38.55%
2.1.3. Good practices recognition systems.	82,000	70,406	11,594	85.86%
2.1.4. Public-private partnerships.	43,700	39,810	3,890	91.10%
2.1.5. Darwin's fox, Keule and Chilean woodstar methodologies.	50,000	28,549	21,451	57.10%
Component 3	282,179	132,180	149,999	46.84%
<i>Outcome 3.1. Public policies and regional regulatory frameworks.</i>				
3.1.1 RECOGE Plans.	69,517	69,178	339	99.51%
3.1.2 Five municipal ordinances.	120,145	37,501	82,644	31.21%
3.1.3 Funding proposals.	92,517	25,501	67,016	27.56%
Component 4	158,356	45,614	112,742	28.80%
<i>Outcome 4.1. Results-based approach.</i>				
4.1.1 M&E System.	34,856	30,946	3,910	88.78%
4.1.2 Mid-term review and final evaluation.	90,000	0	90,000	0%
4.1.3 Good practices and lessons learned.	33,500	14,688	18,812	43.84%
Project management	114,829	32,725	82,104	28.50%
TOTAL	2,411,416	1,089,169	1,322,247	45.17%

⁹¹ Done with GEF resources - not including co-financing contributions.

85. Regarding co-financing, the total amount materialised in cash and in kind by the partners as of 30 June 2020 is USD 1,347,257 out of a total amount of USD 6,610,611, which represents 20.37% of the expected amount. There is a significant discrepancy in the amounts committed in cash and in-kind, with only 11% of cash and 23% of in-kind.
- In terms of co-financing, CONAF has contributed around 50% of the estimated amount, with USD 815,800 out of USD 1,623,447, and FAO with USD 165,000 out of USD 331,000. While MMA, SAG, AUMEN, Ética en los Bosques, AvesChile, Forestal Arauco and Corteva have contributed around or less than 10% of the expected amount.
 - Keule Foundation does not report contributions as it is no longer involved in the project. However, these contributions will be replaced by ANPROS and Syngenta, who have contributed USD 1,177 and USD 2,437 respectively to date.
 - As the latest information reported is as of 30 June 2020, it is possible that some disbursements have been made but not yet reported; in addition, there may be an overestimation of the total amounts essentially to those committed in kind.
 - More active participation and agreed disbursement by all co-financing partners is required. (See Appendix 9: Table of co-financing).
86. With regard to the support provided by FAO Chile to the project, this has primarily focused on the coordinating team in terms of technical advice and administrative support. In the first year of implementation, the regional coordinating offices had a territorial approach and a more autonomous start-up. Later, a more intense accompaniment focused on strengthening the capacities of the coordinating offices, with a more systemic approach, directing efforts and vision towards the achievement of outcomes and objectives, with less emphasis on scaling up and reporting on activities. There was also training in gender equity. The FAO project team has been through a series of changes: the Lead Technical Officer (LTO), the Funding Liaison Officer (FLO), and the Task Manager. In the Ministry of the Environment, the National Project Management has also changed. However, these changes, albeit a period of adaptation, have not hindered the continuity of the project.
87. At FAO, the FLO and LTO failed to strengthen the capacities of the project team from the outset on issues related to community and indigenous work and gender approach. The MTR illustrates how this initial weakness has caused vicissitudes⁹² that could have been limited or avoided during the course of the project. There is a need for greater involvement of FAO Regional gender and indigenous communities' focal points. There is a lack of strategies to incorporate potential beneficiaries or stakeholders and better communication with and towards the communities. Some institutions and organisations in the regions could have provided guidance on how to approach and deal with the communities at the beginning or during the second stage, such as INDAP itself, which has extensive experience in community work. In addition, there was a lack of support for a better understanding of the M&E system and its use in adaptive management, and advice on knowledge management. The project team is too small to have presence and continuity in the regions and to achieve the targets set, in addition to the fact that with the division of Biobío and the creation of the Ñuble region, a greater presence in this new region is needed.
88. As for the partners, there is interest and engagement of the current partners and commitment to the project. However, there has been a lack of ownership strategies through a deeper, constant and comprehensive knowledge of the project and frequent updates on the progress towards the outcomes. Communication with the partners has been essentially bilateral, so that each partner can be updated and fed with information about the project and its contribution to the coordination of the region to which it belongs. The collective communication among the partners takes place through the exchange of information within the Regional Technical Committees, the Subcommittees of each species and the National Steering

⁹² Opposition and divergent positions on the project and/or certain project activities: small farmers in the North, mule drivers in the Pinto area and local communities, some people and/or small businesses that cut firewood for charcoal or extract aggregates in the Cordillera de Nahuelbuta.

Committee.⁹³ The Steering Committee meets once a year as stipulated, and decisions are based on the presentations made by the coordinators and members. The committee members have limited knowledge of the evolution and vicissitudes of the project. On the other hand, there is little outcomes progress monitoring as progress reports focus on the activities implementation. The Regional Technical Committees enable to focus on the specific needs of the project and the species in the region, although the context, the exchange among actors in the different regions and the general learning of the project have not been strengthened.

89. Resources have been managed efficiently and transparently when dealing with tenders and contracts and the signing of letters of agreement following FAO/GEF guidelines. A series of Letters of Agreement and Agreements have been signed between the project and municipalities, government institutions, civil organisations, universities, companies and foundations, allowing participants to join forces with clear objectives and commitments of the parties.⁹⁴
90. There has been no inter-regional communication among partners, even among the same governmental institutions of the different regions, for example, SEREMI of the Environment of Arica y Parinacota and of the Southern macro zone; among regional CONAF, INDAP and SERNATUR. Learning from the experiences between regions, species, pilots, and a collective comprehensive view of the project as a one single project, has not been shared. Over the course of the project, actors such as Syngenta, ANPROS and municipalities have joined and Fundación Keule left the project. The project has required adaptive management, so it would be necessary to keep updating and contextualising the project's actions and strategies, in addition to the timely updating of adaptations and changes stemming from unrests and pandemic.
91. The participants in the project agreed on long-term continuity. However, a collective strategy for the conservation of emblematic species through good production practices and the road map for the same, together with alternative post-project funding sources, should be design as soon as possible.
92. There has been wide dissemination and communication of the project, and target species,⁹⁵ through digital and printed press, websites, videos and social media.⁹⁶ Raising awareness and environmental education material has been prepared and distributed to civil society, civil servants and teachers. However, efforts need to be redirected to provide more training and raise awareness among grassroots sectors and actors to elicit empathy, support and commitment from the community. A strategic communication plan needs to be implemented including local communities through usual and emerging media such as community radio stations, fairs, banners, etc., and with young people through networks such as Instagram, in a comprehensive and regular manner in order to position the theme and raise awareness among end users.⁹⁷
93. The M&E system has worked moderately satisfactory as it has served to keep the project's actions organised and schematic. However, despite the special monitoring component, it does not work as an M&E system as such, nor is there a person in charge of it, which has resulted in a limited use of monitoring tools to guide towards outcomes, scattering reports and efforts in multiple activities. There has been poor knowledge management and timely use of lessons learned by partners, as well as a delay in the realisation of the MTR.

⁹³ Two Regional Technical Committee sessions in Arica y Parinacota and four in the Southern macro zone; three Steering Committee sessions (one session per year).

⁹⁴ Three Letters of Agreement in Arica: with Corteva, Universidad de Tarapacá and AvesChile and two in the South: Fundación Nahuelbuta, Aumen and Universidad Católica de Concepción. Among the agreements: seven agreements in the Region of Arica y Parinacota: Regional Network of Vegetable Gardens, between MMA and ANPROS, Municipality of Camarones and Municipality of Arica Educational; and three agreements in the Southern Macro Zone: INDAP Biobío, Universidad Católica del Maule and CONAF in Ñuble.

⁹⁵ 66 news articles on the Chilean woodstar, 102 on Keule, 89 on the Chilean huemul and 73 on Darwin's fox; of which 51% are on web portals, 19% on fan pages, 13% in the written press, 8% on Twitter, 4% on radio, 2% in magazines, 1% on television and 1% on Instagram, according to the Media Analysis and Communication Strategy Consulting company. FAO-GEF Threatened Species.

⁹⁶ Media Analysis and Communication Strategy Consulting company. FAO-GEF Threatened Species.

⁹⁷ A media analysis consultancy has already been carried out within the framework of the project, which agrees on the need to emphasise communication with communities and the population in the rural areas where the project will be implemented.

Failure to make timely use of the knowledge acquired is reflected in a low efficiency in detecting problems and seeking mitigation measures or taking advantage of experience and lessons learnt along the way. Therefore, it is considered that the M&E system has not proved to be fully adequate, although it has sufficient resources allocated for this purpose. M&E is understood more as a mechanism to keep organised and up to date information in order to evaluate the project, than as a true way of getting feedback, adaptive management and knowledge management.

94. The quality and functionality of project progress reports is poor, for example, there are differences between the PRODOC targets in the English and Spanish versions with unclear starting points; there are inconsistencies between PIR 2019 and 2020; financial tables are incomplete and confusing; and segregated activities are reported rather than progress towards outcomes. FAO's monitoring could have included coaching from its expert M&E staff to help better define and understand the functions and importance of an M&E system and how to implement it.
95. The need and advantage of having a coordination team dedicated exclusively to the project and focused on achieving its objectives is considered a great success. The opposite option, in which a staff member could have the Endangered Species Project as one of his/her multiple responsibilities, would not have been as efficient as it is today. The coordinators' team enjoys the support of the parties and has gained the trust of most of the participants. In contrast, the lack of specific staff for the M&E and knowledge management system has prevented a systemic and strategic approach to each of these issues and the relevant momentum. The project management, entrusted to the government, in this case the Ministry of the Environment, and not to another entity, is also considered a positive step, as it empowers and strengthens the role of the government.
96. **Barriers or other risks** that may hamper progress and achievement of the project's long-term objectives include the following:
 - At the *internal level*: a lack of communication between the different actors involved, as relations are primarily bilateral and there is a lack of communication of outcomes or progress among them and between the regions.
 - For a more lasting engagement of strategic partners, it is necessary to work more at the highest levels of national, regional and local public decision making and to remain only with the commitment of the technical level of institutions such as CONAF, SAG, and INDAP, because when there is a change of senior authorities this always implies time to raise their awareness. The national project management could play this high-level integrating role, reinforcing the regional coordination through a global vision of the project and facilitating greater communication between actors in the regions.
 - *Externally*: major pressure factors on the four species such as land use, pesticide application, extensive agriculture or livestock farming, deforestation, etc. persist. There is a lack of connectivity between the micro-reserves network and pilots. In the North, there is an additional difficulty with the pilot scale, as it constitutes a major 'sacrifice' by small farmers on their land between 1.5 and 5 hectares to place flower strips for the Chilean woodstar.
 - The social unrest in October 2019 has put other more urgent priorities to be solved than conservation on the agenda of national and local authorities.
 - On the other hand, the pandemic has slowed down certain processes, weakened the interests of some strategic partners and led to budget and funding cuts for some public institutions.
 - As regards the positive impacts of the project on the outcomes, the RECOGE Plans stand out, which once completed will commit public policies for the four species for 12 to 20 years, the broad raising awareness strategy, and the integration of the PEA in the curricula.
 - The good practices of the pilots need to be replicated and internalised by biodiversity conservation institutions.
 - Adequate public policy support is needed to enable these small farmers who have to choose between giving up part of their crops until they can replace the use of pesticides by natural control agents

while a small-scale tourism route can be designed. Similarly, for the small mule drivers in the Pinto area to support them in finding solutions for the availability of fodder for their livestock throughout the year until they can take advantage of the benefits of an eco-friendly tourism route.

97. As mentioned in the previous paragraphs, there is a broad and complex project design to achieve some outcomes, there was late accompaniment and capacity strengthening of the project team regarding communities, gender and results-based work, limited use of M&E as a feedback system for the project, there are delays in outputs and MTR, and there is little knowledge management. However, these issues have not been substantially limiting and can be reoriented during the second phase of the project for better performance, with the extension of the timeframe.

4.5. Sustainability.

How sustainable are the results achieved so far at the environmental, social, institutional and financial levels? Are there clear strategies to promote continuity? Are there risks affecting the potential achievements of the project at the financial, socio-economic, institutional, governmental and environmental levels? What project outcomes, lessons and experiences gained from the project have been replicated in other regions or are likely to be replicated before the end of the project? Are government institutions aware of the needs and willing to give continuity to the project outcomes? Is there willingness and commitment from national, regional and local authorities to share information and experiences? Is there appropriation and/or replication of good practices among local actors? Is there a strategy to raise funds to ensure the continuity of the project?

- **Finding 14: There is a possibility of project outputs sustainability such as the RECOGE PLANS; it is expected that INDAP guidelines will be institutionalised in the future; the Environmental Education Guide will be translated into curricula and the capacities of teachers, officials and monitors will be established. However, at the macro level, there is no clear way of replicating or continuing the project's experiences and outcomes. There is no clear long-term strategy and financial plan; the pandemic and social unrest may reduce the governmental resources available for conservation.**

Sustainability rating: Moderately Unlikely (U)⁹⁸: Although there are products that are expected to be sustainable and willingness of partners, no clear mechanisms have been established, nor is there a macro-level replication or scaling up of experiences and outcomes.

98. Agreements have been entered into within the project framework and some outcomes are likely to remain in place, such as the conservation guidelines set out in the PLADECO and PLADETUR of Camarones and municipal ordinances in Arica; the institutionalisation of practices in INDAP guidelines, the integration of the Environmental Education Guide in curricula, the skills and interest generated in teachers, officials and monitors. The RECOGE plans, which would provide a guide and framework for the recovery and conservation of the species for 15 to 20 years, have made progress and are expected to be completed within the framework of the project. However, it is unlikely that the pilots can be replicated as the population has, so far, not taken ownership and there are limited tools, knowledge and resources to continue, replicate or scale up at project completion, nor is there an evident strategy on how to do so. There is no clarity as to which entity will manage the micro-reserves; there are no agreements foreseen in the current working committees to follow up on the work carried out, nor are there any communication and coordination mechanisms in place for the post-project.

99. The project design and implementation did not consider potential risks or problems to sustainability:

⁹⁸ GEF rating scale, 2017, op. cit.: (L) Likely, (ML) Moderately Likely, (MU) Moderately Unlikely, (U) Unlikely and (IE) Impossible to Evaluate.

- *Governance risks:* There is an incipient regional governance for the project, there is no strategy to engage decision-makers, the work has been mainly at the technical level and there is no plan to deal with civil servants' turnover. A long-term strategy has not yet been developed, which is vital for the next stage of the project. The project actors are interested in having a critical path and to steer it. There is a will among the partners to pursue on the conservation of emblematic species, so that the project actors are interested in having a critical path and to be able to put it on track.
- *Socio-political risks:* With the social unrest across the country, the escalation of the Mapuche conflict and the pandemic, the public agenda has a wide range of outstanding issues as government priorities and biodiversity conservation is expected to be relegated to a lower level of urgency. This realignment of priorities could also prevent the SBAP from being created in the short term or the RBN from being promoted.
- *Environmental risks:* Pressure on species and the territory persists, so species and the territory are equally vulnerable. Although the impact of the GEF Project on the number of individuals per species is not clear, nor is the trend of the populations (whether they are stable, increasing or decreasing), the core issue of the project is to test, share good agroforestry and tourism practices and promote partnerships. So the risk remains that only with the development of a long-term strategy will the higher objectives of the project be secured. Factors such as droughts, floods, fire hazards and other factors resulting from accelerating climate change increase the vulnerability of species and the livelihoods of these species.
- *Financial risks:* Funding sources such as Green Funds, National Regional Development Fund (NRDF) and some municipal resources for small actions are being considered. Potential funding sources are unlikely to be considered because there is no joint strategy in place. There is no clarity on the route to position the project theme and how to obtain the funds. There are sufficient resources for the second phase of the project, including another year extension. Under the current conditions there are significant risks for the sustainability of project outcomes that could be corrected in the next phase considering the one-year extension.

4.6. Crosscutting Dimensions.

To what extent have gender equity principles been promoted during project design and implementation? Has the project made any contribution to gender equity? Is it contributing to the empowerment of youth, minority groups and local people?

Question 27. To what extent have the rights of indigenous peoples been respected and promoted in the design, decision-making and implementation of the project? Was the consent of indigenous communities sought? Has the project made any contribution to securing the rights of indigenous peoples?

Question 28. To what extent have the environmental and social concerns been mainstreamed into the project design?

- **Finding 15 on gender:** The aim of the project was to assure at least a 40% women's participation, although during its implementation female participation was about 50%.
Gender rating: Moderately satisfactory (MS): The project mainly tried to assure 40% participation of women in training activities and participation in pilot work was rather spontaneous.
- **Finding 16 on human rights of minority groups, indigenous peoples and local communities:** a number of workshops were held during project implementation to obtain the Free, Prior Informed Consent (FPIC) with some local communities in both regions. They basically consisted of meetings in the municipalities with some neighbours to provide information about the activities to be carried out in the area, although there was no consultation process as such.

Human rights rating of minority groups, indigenous peoples and local communities: Unsatisfactory (U): No solid work has been done with local actors to achieve greater engagement of community leaders, avoid conflicts and mistrust among neighbours and generate greater ownership.

- **Finding 17 on *environmental and social safeguards*: All necessary precautions were taken in terms of safety and protection of field professionals, as well as compliance with health restrictions due to the pandemic.**

Rating of environmental and social safeguards: Moderately Satisfactory (MS): The project design did not consider the historical Mapuche conflict. A map of local actors in both regions would have been required at the beginning of the project in order to have a better understanding of the problems in their territories.

Rating of crosscutting dimensions: Moderately Unsatisfactory (MU)⁹⁹: The level of outcomes is somehow lower than expected or there have been significant shortcomings since a better understanding of the needs of the beneficiaries, a better territorial approach, clearer and more assertive communication to avoid conflicts with neighbours in both regions, and a genuine process of applying the procedures for obtaining the Free Prior Informed Consent (FPIC) prior to project implementation would have been required.

5. In terms of gender equity, the project design aimed to assure a 40% participation of women, although during project implementation female participation increased, given their willingness to participate in training, decision-making in workshops for signing agreements and work in the pilot projects. Perhaps this is also due to the sensitivity of the women coordinators, the former MMA Director and former FAO LTO, as well as to the profile of users with whom INDAP works through its programmes, in which more than 50% of the beneficiaries are women.
6. With regard to young people, there is evidence of training for children through the PEA guides and school field visits, and some participation in the Chilean huemul Marathon. However, there is still ample space to promote activities with young people for the protection of other species. In Chile, this segment of the population, when called upon, is usually very enthusiastic, for example in post-earthquake reconstruction, natural disasters and picking up the rubbish off the beaches, among other things.
7. With the **indigenous communities**, although by FAO mandate the Free Prior Informed Consent (FPIC) should have been done during the first year of project implementation, some of them were realised later.¹⁰⁰
8. More than a process of information delivery and consultation with the indigenous communities, they were a kind of workshops convened by the municipalities to inform about the activities to be carried out by the project in the area, resolve doubts and receive complaints from neighbours.
9. Eight Free Prior Informed Consents (FPIC) were signed: four in the North and four in the Southern Macrozone plus one that was not signed because the requested number of representatives could not be present, but this happened during project implementation.¹⁰¹

⁹⁹ GEF rating scale, 2017, op. cit. which considers 6 ratings: (HS) Highly Satisfactory, (S) Satisfactory, (MS) Moderately Satisfactory, (MU) Moderately Unsatisfactory, (U) Unsatisfactory and (HU) Highly Unsatisfactory.

¹⁰⁰ Although ILO Convention 169 entered into force in Chile on 15 September 2009, the country still does not have a regulation agreed between the government and indigenous communities for its implementation. This convention establishes that consultation must take place prior to the start of project operations whose activities will be carried out in indigenous territories.

¹⁰¹ FPICs signed in Arica and Paríacota: with the community of Azapa, Codpa, Taltape and Chaca; FPICs signed in the South Macrozone: Caramávida, Cayucupil, Las Veguillas and Antuco and not signed with the community of Las Guardias de San Fabián. Most of the FPICs were signed during 2018 except for Cayucupil with the Corporación Mapuche de Nahuelbuta, which was signed on 25 July 2019.

10. Indigenous communities, in general, would agree with the protection of water sources, native forests and species habitat. However, there was no consultation process with the territorial actors, considering the interests and needs of the indigenous communities in accordance with the ILO Convention 169 mandate.
11. In the area where the Quebrada de Caramávida Sanctuary would be created, there are no indigenous communities settled in the Cordillera, but rather families of Mapuche origin associated with rural neighbourhood councils. Although there are some conflicts over land with Forestal Arauco filed in court,¹⁰² negotiations continue in order to protect the Quebrada de Caramávida.
12. In the future consultation process for the creation of the RBN, some communities at the foothills of the Cordillera de Nahuelbuta located near Cañete in the Araucanía Region should be considered.
13. As far as native people's language is concerned, only stories written in Mapudungun and Aymara were recorded. The language of the local communities of each region was not considered in all the communication pieces.
14. Regarding the **local communities**, in the Southern macro zone, a more assertive communication is required for a better knowledge of all the actors involved in the project in the regions; an adequate understanding of the figures of the RBN and the Sanctuary of the Quebrada de Caramávida in order to avoid mistrust, conflicts between neighbours and the need to integrate the small mule drivers in the Pinto area, while in the North a better approach with the communities would have been necessary regarding the allocation of land for the micro-reserves.
15. The use of the Keule Community Network is a very good example of community ownership, as it shows not only the commitment of the beneficiaries of the pilots, but also of neighbours from the Tomé and Hualqui areas.
16. With the Chilean woodstar, the commitment to the protection of the species is more at the level of the individual pilot owners and the community of Camarones.



¹⁰² On 26 December 2018, Forestal Arauco withdrew its appeal and respected the court's ruling ordering the company to return 97 hectares of land in Contulmo to the Mapuche community Ignacio Huilipán: <https://www.biobiochile.cl/noticias/nacional/region-del-bio-bio/2018/12/26/forestal-arauco-desiste-de-apelacion-y-acata-en-su-totalidad-fallo-para-devolver-tierras-indigenas.shtml>

17. Given that the Chilean huemul is a very emblematic species, as its figure appears on the Chilean coat of arms, and that conservation work had already been carried out, there is no evidence of any opposition to its protection.
18. Perhaps the species that was most rejected by some Nahuelbuta locals was the Darwin's fox, because for them, the different species of foxes that inhabit the Cordillera included a single predator of their chickens and they did not know how to distinguish this little fox from the larger Culpeo and South American Grey Fox.
19. In general, indigenous and local communities are not opposed to the project as such, but rather to certain activities about which more information and a better approach towards territorial actors would have been required.
20. On the Afro-descendant community in the Region of Arica and Parinacota¹⁰³: although there are more than 10,500 Afro-descendants in this region, it is a community that, despite its recognition, is still somewhat invisible to Chilean society. It would have been necessary to consider it mainly in activities carried out in Azapa.
21. **Environmental and social safeguards:** All necessary precautions were taken regarding field workers' safety and protection, both for FAO and MMA contracted personnel and for professionals working for the Universidad de Concepción and other organisations.
22. In the RBNCHLL area there is a protocol to get out of the high Cordillera in order to avoid accidents.
23. In terms of health restrictions imposed by the pandemic, every precaution has been taken to avoid contagion by suspending field trips. Field trips were resumed to authorised areas in August.
24. The project design did not consider the historical Mapuche conflict which, in the event of a cyclical upsurge, could affect the mobility of the professionals of the project team and CONAF to report and inquire about the creation and management plan of the RBN in the localities closest to one of the main areas of contention between Cañete and Tirúa.
25. A mapping of local actors for both regions would have been required at the beginning of the project in order to have a better understanding of the problems of the territories and to talk to the future beneficiaries before the implementation of the project. The Actors' Mapping is a vital and strategic information tool at the beginning of the project and although it was done with limitations, if it had been comprehensive, INDAP could have been considered as a strategic partner from the beginning of the project.
26. Although at this project development stage the key actors and their participation have already been identified, a mapping of territorial actors would definitely be required, considering social organisations, neighbourhood councils, community organisations, etc. for consultations where the participation of territorial actors is extremely important, for example for RBN.

Global Project Rating: given that in relevance and efficiency the project was rated Satisfactory, while in efficacy was rated Moderately Unsatisfactory the project's overall rating is: Moderately Satisfactory (MS)¹⁰⁴. Although there are some outputs and outcomes that are behind schedule and

¹⁰³ In the Region of Arica y Parinacota, especially in the town of Azapa, there is an Afro-descendant community that obtained the recognition of their rights under Law 21.151, which was published in the Official Gazette on 16 April 2019.

¹⁰⁴ The GEF rating scale, 2017, op. cit. which considers 6 ratings: (HS) Highly Satisfactory, (S) Satisfactory, (MS) Moderately Satisfactory, (MU) Moderately Unsatisfactory, (U) Unsatisfactory and (HU) Highly Unsatisfactory was considered in the Project global rating.

some of them are expected to be unfeasible in the short term, the project has the resources to continue for another year, redefining priorities and targets achievable in the remaining period without having to sacrifice any outputs.

5. Conclusions and recommendations¹⁰⁵

5.1 Conclusions

27. Conclusions from the findings are provided below:

28. **Conclusion 1 (Relevance):** The project is relevant for partners and key actors and is aligned with the national and regional needs of the Government of Chile for sustainable development and biodiversity protection, with the strategic priorities of the GEF, FAO, the 2030 Agenda and the Aichi Targets. It also took advantage of other initiatives related to biodiversity conservation and the study and protection of the key species of this project. However, it would be appropriate to connect it with other actors working in the territory on related issues doing more grassroots work and linking it with organisations that have common agendas, such as WWF, UNEP and UNDP. It is necessary to consider a strategy and an action plan to demonstrate this timely alignment and take advantage of the socio-political juncture to reposition the project, through a comprehensive approach to sustainable development based on good production practices and biodiversity conservation.

29. **Conclusion 2 (Efficacy):**

At the time of the MTR the project has achieved the following:

- **Outcome 1:** There is a broad raising awareness strategy; a considerable number of people were trained in the PEA framework; a diploma course to build good practice capacities which can be translated into a good level of installed capacities for the future. This outcome is achievable, although it would be necessary to define the interface between the Public Information System and the National Environmental Information System; to mainstream environmental education in the PLADECOS in line with the Regional Development Strategy; and to consolidate the lessons learnt from the pilots.
- **Outcome 2:** In terms of territorial management, there are 21 pilot projects; 96,473.8 hectares out of the 300,000 hectares committed to in the medium term to ensure the stability of the four species; there is uncertainty about the lack of clarity in methodologies to determine through monitoring whether the number of each species has been maintained, reduced or increased. For the RBN, an iterative consultation process with leaders and local communities would be required to share clear and assertive information on the scope of the reserve and avoid confusion and opposition from neighbours, together with the commitment of CONAF. Regarding the Quebrada de Caramávida Sanctuary, it is necessary to advance in the negotiations with Forestal Arauco and the local community. It was noted that to date less than 20% of the direct area committed to good practices has been covered and the technology and the current monitoring protocols with camera traps will only allow us to know about the presence or absence in certain sites. Certification by seals is unfeasible for the moment, as INDAP currently only certifies by outputs and not by processes. Further progress is needed to ensure that INDAP at least considers good agroforestry and tourism practices focused on conservation within its guidelines, and to define methodologies in this second stage to be applied in the future.
- **Outcome 3:** The RECOGE Plans and the four monitoring protocols are expected to be achieved by the end of the project, which would allow for a certain sustainability by establishing a public conservation policy for 12 to 20 years. Progress has been made in establishing policies and regulatory frameworks in the North with the collaboration of the PLADECO and PLADETUR of Camarones and the formulation of ordinances with the Municipality of Arica. In the Southern macro

¹⁰⁵ The Conclusions, Recommendations and Lessons Learned were written in accordance with the Mid-Term Review Guidelines, Annex 11 and 12 of FAO-GEF, 2019.

zone, a bidding process and citizen participation has been suspended due to the pandemic. It is necessary to define the level of governance and clarify the sources of future funding. In this zone there is evidence of a greater dependence on the creation of the SBAP. Progress should be made in defining governance at the regional or bi-regional level with the support of municipalities in small initiatives such as vaccination and responsible pet care, until this institution is created.

➤ **Outcome 4: Results-based management and its priorities is scattered, and accountability is very much focused on activities rather than outcomes and objectives; there is a problem in tracking mid-term and final targets; and there is a long delay in the MTR.**

- 30. Conclusion 3 (Efficacy): A great effort was made to put the four endangered species on the public agenda as a unifying element for a wide range of public and private actors in order to change production systems towards a conservation approach.**
- 31. Conclusion 4 (Efficacy): There is a need for adjustments to the development of activities in this second stage due to health reasons and priorities stemming from the new social context and a better general coordination between all the actors reporting the project's outcomes.**
- 32. Conclusion 5 (Efficiency): There is evidence of efficient and transparent management of the budget, as a 53% of the budget has been allocated, and a 47% remains for the one-year extension granted by the GEF because of the pandemic and for a further year extension until 30 September 2022, so that they can realign their priorities and comply with the outcomes at the end of the year.**
- 33. Conclusion 6 (Efficiency): In terms of the resources/time ratio of Outcome 2 on good territorial management practices, the project was quite ambitious as it was not aware of the territorial situation at the time of its implementation. In this second stage, it would be necessary to redefine and prioritise actions as much as possible on the direct area committed for the four species and the good practices certification by INDAP as per this MTR's recommendations.**
- 34. Conclusion 7 (Efficiency): The project has attracted new strategic partners such as municipalities from other regions, INDAP, non-governmental organisations, universities, foundations, corporations and groups that had already carried out studies and field work prior to the project, for the protection and monitoring of the four species, as well as co-financing contributions.**
- 35. Conclusion 8 (Factors affecting project progress): The project has brought together actors traditionally working in parallel towards the common goal of good production practices from a biodiversity conservation approach. The project was somewhat ambitious in defining outcomes in its design and a realistic scope will have to be redefined and the critical path towards the achievement of the same. The design was based on a non-existent SBAP, meaning that some results were complex to achieve and time and resources should have been better planned. A better strategy in approaching local communities would have been required and there are weaknesses in the M&E system resulting in poor knowledge management. However, these issues have not been a major constraint and can be refocused during the second phase of the project for better performance, with the extension of the timeframe as there is sufficient commitment, learning and resources to do so. To improve the outcomes delivery in the second half of the project, a better communication of the progress between all parties is required in order to have a holistic view of the project; to make joint decisions; to redefine the M&E system on outcomes management; to learn from the processes by adapting to the changes generated by the context in which it operates and to define a long-term strategy. As regards the community, a strategic and continuous communication plan is required to position the issue, bring together actors, raising awareness among end users and achieve greater harmony and commitment to community monitoring of species and ownership of conservation and good practices.**
- 36. Conclusion 9 (Sustainability): Partners are willing and committed to the continuity of the project and**

the sustainability of some outcomes. However, the foundations for clear organisational and leadership mechanisms to cultivate synergies have not been established, nor is there a way of replicating or scaling up the pilots at the macro level. There is a lack of clarity on a long-term strategy and the definition of a financial and management plan that considers the context of pandemics and social unrest that may make government resources available for conservation scarcer. In this second stage, it would be necessary to finalise the outputs aimed at providing a basis for sustainability and to consolidate the mechanisms to anchor them in public activity. There is room to generate new partnerships and complementarities with related projects and to deepen their alignment with international agendas and national goals, and to favour their positioning in the public agenda.

37. Conclusion 10 (Crosscutting Dimensions).

- ❖ **Gender:** The participation of women in training activities, decision-making workshops and as beneficiaries of the demonstrative pilots was ensured, with a participation level of about 50%.
- ❖ **Human rights of minority groups, indigenous peoples and local communities:** although eight workshops were held during implementation to apply Free, Prior and Informed Consent with some local communities in both regions, there was no consultation process as mandated by ILO Convention 169. More solid work with all local actors is required to ensure greater involvement of leaders representing the communities, to avoid conflicts and distrust among neighbours and to promote greater ownership of the project
- ❖ **Environmental and social safeguards:** all necessary precautions were taken in terms of safety and protection of field professionals, as well as compliance with health restrictions due to the pandemic.

38. In summary, the Global Project Rating: given that in relevance and efficiency the project was rated Satisfactory, while in efficacy was rated Moderately Unsatisfactory the project's overall rating is: Moderately Satisfactory (MS)¹⁰⁶. Although there are some outputs and outcomes that are behind schedule and some of them are expected to be unfeasible in the short term, the project has the resources to continue for another year, redefining priorities and targets achievable in the remaining period without having to sacrifice any outputs.

5.2 Recommendations.

Some recommendations and sub-recommendations are described in the following lines, based on the findings and conclusions drawn up by the review team; each conclusion will be related to responsible entities in charge of following up on them and a traffic light according to the urgency to be addressed:

Table 2: Evaluation recommendations.

Recommendation	Rationale of recommendation	Sub-recommendations	Responsibility	Actions schedule ¹⁰⁷
STRATEGIC RELEVANCE				

¹⁰⁶ The GEF rating scale, 2017, op. cit. which considers 6 ratings: (HS) Highly Satisfactory, (S) Satisfactory, (MS) Moderately Satisfactory, (MU) Moderately Unsatisfactory, (U) Unsatisfactory and (HU) Highly Unsatisfactory was considered in the Project global rating.

¹⁰⁷ For the traffic lights, the short term (red), medium term (yellow) and long term (green) needs were considered.

<p>A.1. Adaptation to the new context and prioritisation.</p>	<p>Given the current context of social unrest, the COVID pandemic and the escalation of the Mapuche conflict, it is necessary to prioritise according to the territorial needs.</p>	<p>A.1.1. Further alignment with Agenda 2030 targets (Goals 4, 12, 15 and 17) and with the Aichi or post-Aichi targets to be defined in 2020.</p>	<p>FAO Chile, FAO Regional, Partners and Coordinators</p>	<p>Second Phase</p>
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		<p>A.1.2. Consider a strategy and an action plan to demonstrate a timely alignment with the needs of local communities and territorial actors from a holistic approach to sustainable development of good productive practices and biodiversity conservation.</p>	<p>FAO Chile, FAO Regional, Partners and Coordinators</p>	<p>Second Phase</p>
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EFFICACY				
B.1 Ensuring the maximum possible achievement of all outputs and outcomes	Due to the delay regarding outputs and outcomes compliance, it is necessary to adjust the activities in this second phase for health reasons and priorities derived from the new social context.	B.1.1. Communication and meeting with all parties to define scopes and establish what can be achieved during the second phase, prioritising the most strategic and higher achievable results.	FAO Chile, Coordinators and Partners.	Second semester 2020
		B.1.2. Management of ecological corridors for species during these two years, should focus on agreements and actions to consolidate conservation landscapes: <ul style="list-style-type: none"> ➤ Work with local leaders and communities to secure the committed hectares and advance the Nahuelbuta Biosphere Reserve and the Quebrada de Caramávida Sanctuary for Darwin's fox and Keule habitat. ➤ Plan A: RBN dossier completed after solid territorial consultation. Get support from GORE, SEREMI and CONAF of Biobío and Araucanía and a Reserve management fund, at least until the creation of the SBAP. Commitment to a future management plan with specified timelines and resources. ➤ Plan B: The creation of the Quebrada de Caramávida Sanctuary requires further negotiations with Forestal Arauco and the local community through a serious consultation process. ➤ The final hectares committed to the Chilean woodstar should be secured through a system of micro-reserves connected through corridors that allow for the adequate feeding, reproduction and movement of the individuals considered for this species. ➤ Prioritise actions, management and planning on other sites in order to ensure the habitat required for feeding, reproduction and mobility of the individuals considered for each species according to the advice of specialists.¹⁰⁸ 	FAO Chile, LTO, Coordinators and Partners.	Second Phase
		B.1.3. Agreements with institutions or social entities, with their own budget, to manage Reserves, Sanctuaries, Monuments in the Southern macro zone and the micro-reserves network in the North.	FAO Chile, Coordinators and Partners.	Second Phase

¹⁰⁸ Due to the differences found on the targets and indicators of Outcome 2 at the end of the report and as Annex 12 an Addendum was added with recommendations to set targets and indicators for the final project evaluation.

		<p>B.1.4. Define and standardise methodologies, protocols and technology to guarantee the adequate estimation of baselines and future monitoring of the populations of the four species. Adopt more accurate probabilistic models such as the Presence software with a team trained in feeding the model and field monitoring. Develop habitat studies for Chilean woodstar, Darwin's fox and the survival rate of Keule.</p>	<p>FAO Chile, Coordinators and Partners.</p>	<p>Second Phase</p>
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		<p>B.1.5. Translating good production system practices with a long-term sustainable conservation approach into public educational, agroforestry and tourism policies through negotiations with INDAP, to ensure that its statutes include good practices at the national level in this Second Phase and define methodologies and tools for future process certification.</p>	<p>FAO Chile, Coordinators and Partners.</p>	<p>Second Phase</p>
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EFFICIENCY

C.1. Time frame extension.	To accomplish all outputs having sufficient resources that can be redirected to achieve as many of the project's outcomes and objectives as possible .	C.1.1. It is recommended to extend the closure deadline for one more year, i.e. until 30 September 2022, to redefine and prioritise actions in this second phase in order to cover as much as possible the area committed for corridors of the four species and the good practices certification by INDAP.	FAO Chile, Coordinators and Partners.	Second Phase
		C.1.2. It is recommended to link the project with other actors working on biodiversity conservation such as WWF, UNEP and UNDP for a better positioning of the project.	FAO Regional, FAO Chile, Coordinators and Partners.	Second Phase

FACTORS AFFECTING PERFORMANCE

<p>D.1. Greater engagement of partners in the project and better positioning vis-à-vis the whole community.</p>	<p>Given the communication gaps between the various actors involved and the general public, the project should be repositioned by means of a clear communication strategy to avoid mistrust and conflicts between neighbours due to some of the field activities.</p>	<p>D.1.1. Better communication of progress between the parties is required in order to make decisions as a single project. Define a long-term strategy, redirect resources according to the priorities established for this second phase and its continuity, as well as raising awareness among authorities at national, regional and local levels. Also, during the pandemic, establish communication mechanisms and online work with partners; training and virtual advisory services for beneficiaries.</p>	<p>FAO Chile, Coordinators and Partners.</p>	<p>Second Phase</p>
		<p>D.1.2. It is necessary to improve the overall coordination between the regions as a single project. The National Project Management should promote communication channels between regional coordinators and the actors involved in the regions, creating spaces for virtual meetings and information as an option in the current context. Thus, all actors would be informed about project progress and outcomes, and a joint planning on common funding for both regions, influence in public policies and programmes, sustainability and visualisation of the contribution to the 2030 Agenda, etc. could be carried out. Likewise, appoint a coordinator to reinforce actors' participation in the Ñuble Region.</p>	<p>National Project Management , Coordinators and Partners.</p>	<p>Second Phase</p>
		<p>D.1.3. With regard to the community, a strategic and constant communication plan is required to keep the issue and concern for the four species positioned and prevalent, as each new endangered species, such as the tern in the north, seeks to attract attention by lowering the priority of the other species in the social imaginary.</p>	<p>Coordinators and Partners.</p>	<p>Second Phase</p>
		<p>D.1.4. Establish mechanisms for consultation and assertive information to avoid mistrust and conflicts with neighbours, especially in the territories in which the pilots are to be replicated or new allocations of polygons for the micro-reserves are to be made, in order to achieve adequate community ownership. Reinforce through dissemination in local media, social media and community radio stations.</p>	<p>FAO Chile, Coordinators and Partners.</p>	<p>Second Phase</p>
		<p>D.1.5. In the design of future projects, make an adaptation before their implementation with a real diagnosis of the territorial needs and based on existing laws, institutions, organisations, etc.) in force at the time of their design.</p>	<p>FAO / GEF</p>	<p>In the future</p>

		<p>D.1.6. Hire a monitoring and evaluation professional to coordinate the M&E system for proper knowledge management with results-based work, as well as close FAO guidance.</p>	<p>FAO Chile, Coordinators and Partners.</p>	<p>Second Phase</p>
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SUSTAINABILITY				
E.1. Definition of the governance level and resources for project continuity .	There is no clear long-term strategy and funding that considers a scenario with new social priorities for government authorities, arising from the social context and the pandemic, which may result in fewer resources available for conservation.	E.1.1. Define a regional or bi-regional governance level that includes working with the municipalities in adapting their PLADECO, PLADETUR and municipal ordinances to the commitment of small actions on responsible pet ownership, vaccination, community outreach activities, etc.	FAO Chile, Coordinators and Partners.	Second Phase
		E.1.2. Concentrate efforts on finalising the RECOGE Plans, monitoring protocols for the four species, as well as trying to identify and secure regional and international green funds for their continuity.	FAO Chile, Coordinators and Partners.	Second Phase
		E.1.3. Put the environmental and conservation issue of the four species on the agenda of regional government and mayoral candidates for 2021 and during the process of constitutional reform.	FAO Chile, Coordinators and Partners.	Second Phase

CROSSCUTTING DIMENSIONS				
F.1. Gender, minority groups, indigenous peoples and local community policy.	To achieve greater community ownership.	F.1.1. Gender: during the second phase, continue to develop spaces for greater female equity and participation at all levels with the advice of the FAO Focal Point on gender and local communities. A monetary incentive or recognition should be considered for women farmers of the Chilean woodstar pilots for the maintenance of the flower strips or in the case of pilots of the other species to promote more active participation in the activities of micro tourism enterprises as a reward given the excessive workload between household chores and those dedicated to the pilots. Also, promote the recruitment of an equal number of men and women for the activities as facilitators and professional consultants. Ensure that during meetings and decision-making processes women can participate just like men in giving their opinions while respecting their customs and traditions. Review the quality of all raising awareness and dissemination material produced by the project ensuring the appropriate use of gender-equitable language in all aspects.	FAO Chile, Coordinators and Partners.	Second Phase
		F.1.2. For work with local communities, indigenous populations and minority groups such as the Afro-descendant community: designate a professional who is experienced in territorial work, especially in dealing with Mapuche communities, to request information about grassroots organisations in the municipal offices of the leaders or representatives to the consultation processes for the RBN or Sanctuary of Caramávida in the Cordillera de Nahuelbuta.	FAO Chile, Coordinators and Partners.	Second Phase
		F.1.3. Youth: dissemination through social media, such as Instagram or Tik Tok, to engage young people and get them interested in volunteering activities.	FAO Chile, Coordinators and Partners.	Second Phase
		F.1.4. Environmental and social safeguards: establish field work protocols during the COVID.	FAO Chile, Coordinators and Partners.	Second Phase
		F.1.5. Tourism: design contingency plans with SERNATUR for small-scale tourism development to ensure that the four protected species are not disturbed and are adequately protected during and after the pandemic.	FAO Chile, Coordinators and Partners.	Second Phase

		F.1.6. In the future, conduct the FPIC prior to project implementation and ensure gender equity, beyond the percentage of female participation in all aspects: training, decision-making processes, number of rapporteurs and professionals hired for consultancies, considering the compatibility of the schedule of activities with home and childcare, participation quota of women heads of households in the pilot, as well as the use of inclusive language and minority groups in all communication pieces.	FAO / GEF	In the future
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Source: Prepared by the author.

6. Lessons learned

158. A little more than halfway through the project, this MTR attempted to draw some lessons learned from successes and good practices, as well as challenges and mistakes, and to build on the knowledge gained from the outcomes and experience to date. The project is at its mid-term and with a time lag, so the key learning and replication of experiences has been mainly within the project itself.

In terms of learning from achievements and positive experiences:

- ❖ *A combined effort of wills under a common commitment*, including national, regional and local governmental actors, NGOs, academia and the private sector, made it possible to generate a comprehensive view, complemented by the project partners, which, although with different nuances in their perspectives, has made it possible to work together and in coordination. This group of actors was also able to conceive a change of logic, moving from parallel and distant activities of biodiversity conservation on the one hand, and production on the other, to a systemic vision that seeks to move towards solving a long-term problem. This joint work and will is an auspicious achievement and framework to continue and cultivate synergies in the integration of sectors for sustainable livelihoods.
- ❖ Among the main *tangible replicable outcomes* is the Diploma Course 'Biodiversity and Sustainable Production: conservation and territorial approach', which opens the way to install and strengthen capacities in agricultural personnel, officials and extension specialists of INDAP, which could have influence on the municipal officials in the adaptation of their PLADECOS. It is also expected that INDAP will internalise and institutionalise good biodiversity conservation practices at the national level.
- ❖ Another subject with potential to be scaled up and replicated is the *Environmental Education Programme (PEA)*, which, although a controversial subject as it confronts the actors with the dilemma of immediate outcomes or long-term changes, there is consensus that it is a comprehensive programme that helps to learn and raise awareness about species and the importance of their conservation. Its inclusion in the curricula of the Ministry of Education is a remarkable achievement of the project, as is the outdoor experiential methodology applied in schools. The PEA has the potential for replicability and be extensive to more topics/species to adapt it to the different regions beyond the project areas. It also has the potential to develop the skills and knowledge of professionals working as extension specialists, species monitors, civil servants and neighbours.
- ❖ On the other hand, *having built on the knowledge and information gained prior to the project*, taking advantage of data and field experiences of organisations and academics that existed before the project, was a great success that made it possible to start from what was already built, avoiding the duplication of efforts, the feeling of displacement and the attrition of actors and resources.

In terms of challenges and areas for improvement:

- ❖ Within the actors' partnership, there was a recognition of the *need to involve the partners and communicate the project's progress and outcomes* as well as to update them on the strategies and adjustments to facilitate greater ownership. As part of this inter-institutional articulation, the importance of giving time and space to learn about what is being done in the project as a whole and by each of the parties, as well as to share knowledge between working groups by species, between the actors and the regions, was also highlighted.
- ❖ The project work has been carried out and reported according to activities *rather than the expected results-based management* where actions are strategically directed towards the achievement of objectives. Efforts, resources and time to report on what has been achieved are focused on activities and not on outcomes. Activities are only a means to achieve outcomes and objectives, a lesson learned for the next stage.
- ❖ The *work with the community* has been focused on individual beneficiaries and not as a collective community process, despite the project was initially presented to the local communities. From this first stage, it was learned that the more communication with the community about the project, the species, the activities and the results, the more doubts and mistrust will be dissipated, resulting in a better project ownership.

What is important now is to refocus on achievable outcomes; to have a roadmap; to develop a long-term strategy and financial plan engaging all partners; and to implement the recommendations and lessons learned from this MTR.

In summary, the review team considers that although some significant shortcomings have been verified on some outputs and outcomes, these shortcomings can be corrected by prioritising and limiting their scope with the extension of the deadline until September 2022. The most important thing is that the project brought four flagship species to the fore to raise awareness of good agricultural, forestry and tourism policy practices by bringing together a variety of public and private actors.

Given the nature of this project and the conservation needs highlighted by the current pandemic, we believe that we should take advantage of the context to reposition it through a communication strategy with both the authorities and the community.

Appendices

Annex 1: Terms of Reference of the MTR

TERMS OF REFERENCE OF THE PROJECT MID-TERM REVIEW:

Mainstreaming Conservation and Valuation of Critically Endangered Species and Ecosystems in Development-frontier Production Landscapes in the Regions of Arica y Parinacota and Biobío.

GCP/CHI/033/GFF

GEFID number?

MINISTRY OF THE ENVIRONMENT - MMA

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS - FAO

May 2020

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Acronyms and abbreviations

AWP/B	Annual Work Plan and Budget
CAM	Municipal Environmental Certification
CBD	UN Convention on Biological Diversity
CLP	Chilean Peso (acronym commonly used in foreign exchange markets)
CMS	Convention on Migratory Species
CODEFF	National Committee for the Defence of Flora and Fauna
CONAF	National Forestry Corporation
CSR	Corporate Social Responsibility
ES	Ecosystem Services
FNDR	National Fund for Regional Development
GAP	Good Agricultural Practices
GCU	FAO-GEF Coordination Unit (FAO Headquarters, Rome)
GEB	Global Environmental Benefits
GEF	Global Environment Facility
HCVA	High Conservation Value Area
ICM	Integrated Crop Management
IPM	Integrated Pest Management
IRAEP	Annual Project Implementation Review
LoA	Letter of Agreement
MBN	Ministry of National Assets
MINAGRI	Ministry of Agriculture
MMA	Ministry of the Environment
MSMEs	Micro, small and medium-sized enterprises
MTR	Mid-term Review
NBSAP	National Biodiversity Strategy and Action Plan
PADEM	Plan for Municipal Education Development
PIF	Project Idea Form
PMU	Project Management Unit
PPR	Biannual Project Progress Report
PSC	Project Steering Committee
PTF	Project Task Force
RBNCHLL	Biological Corridor Nevados de Chillán- Laguna del Laja Biosphere Reserve
RCE	Regulations for the classification of the wild species

RECOGE	Recovery, Conservation and Management Plans
SAG	Livestock and Agricultural Service
SBAP	Biodiversity and Protected Areas Service
SCIAT	Coordinated Early Warning and Information System
SEREMI	Regional Representation (Regional Ministerial Secretariat)
SNASP	National System of Wild Protected Areas
SNASPE	National System of Protected Areas
TPA	Arica Port Terminal
WPA	Wildlife Protected Areas
WWF	World Wildlife Fund

1. Project background and context

1. This document describes the terms of reference of the Mid-Term Review (MTR) of the project 'Mainstreaming the Conservation, Sustainable Use and Valuation of Critically Endangered Species and Ecosystems into Development-frontier Production Landscapes of the Arica y Parinacota, and Biobío Regions' (hereinafter 'the Project'), GCP/CHI/033/GFF.
2. The project has a duration of 48 months, to operate initially between September 2017 and September 2020. However, the events that occurred with the social crisis in Chile from 18 October 2019 hampered field implementation of the project. In addition to this socio-political scenario, the COVID19 emergency in February put the country in lockdown, intensifying the difficulties for the proper implementation of the project. For this reason, an extension to September 2021 has been requested for the closure of the project.

1.1 Project description, objectives and components.

3. Chile's biodiversity is characterised by a relatively high species endemism in small and varied ecosystems, which are the source of abundant marine, coastal, terrestrial and insular environments that host around 30,000 species of plants, animals, fungi and bacteria. Chile's economic development is heavily dependent on its natural resources, therefore unsustainable and extractive practices, coupled with high immediate productivity, have accelerated habitat degradation and soil erosion in productive territories. Ecosystem loss, degradation and fragmentation remain a major threat, with land use change being the largest anthropogenic factor affecting Chile's natural terrestrial ecosystem. This includes the forestry industry through illegal logging and planting of alien species; the agricultural industry by clearing land for pasture and cropping; and urbanisation, all of which pose major threats to these changes in the central and south-central regions.
4. These unproductive practices and the lack of awareness of the importance of biodiversity have a negative impact on the capacity of territories to provide agricultural ecosystem services to sustain local livelihoods. These services have declined in recent decades, especially in 'development frontier' regions, meaning that the frontier is a space that separates 'developed' productive areas (agriculture) from 'underdeveloped' non-productive areas (native forests) in the country, as well as the regions of Arica, Parinacota and Biobío. Three of the four demonstrative areas identified for this project are located in the Biobío region, in the transition zone between the Mediterranean ecoregion and the temperate Valdivian forest. The last area is located in the northern valleys of Arica y Parinacota, cross valleys (from east to west) with very special characteristics, an oasis in the middle of a desert landscape.
5. In keeping with the above, several types of unique species and their habitats are critically endangered in the regions of Arica, Parinacota and Biobío. In particular, the 'iconic species landscape' whose needs are being considered in the protected landscape and have been selected for this project, at least one species of each selected area is endangered, namely: Chilean woodstar (*Eulidia yarrellii*) found in the desert valleys of the Arica y Parinacota regions, Darwin's fox (*Lycalopex fulvipes*) found in the Cordillera de Nahuelbuta, Chilean huemul (*Hippocamelus bisulcus*) found in the Biological Corridor 'Nevados de Chillán - Laguna del Laja' Biosphere Reserve (RBNCHLL), and Keule (*Gomortega keule*).
6. Despite the national efforts, it has not been possible to reduce the pressures affecting the species under consideration, because these species have very extensive habitat requirements. The limited sectoral approaches of public agencies responsible for land management in these areas have made it difficult to implement effective actions, including biodiversity valuation and production incentives. Similarly, there is a lack of efforts in a region and sector that could ensure the stabilisation of the populations of these species. Public policies and regulations considering the production and conservation of biodiversity are scattered and even contradictory. On the other hand, the value of these species is not recognised at social

and cultural levels and the agents living and produced in the development-frontier areas are not sufficiently aware of their importance.

7. As formerly explained, the Project has attempted to address the following barriers affecting the conservation and valuation of species, which can be summarised as follows:
 - Barrier 1: Weak capacity and lack of knowledge to mainstream biodiversity conservation into production practices.
 - Barrier 2: Widespread use of unsustainable agroforestry production systems that are incompatible with biodiversity.
 - Barrier 3: Lack of policies and coordination between government institutions to implement biodiversity conservation mechanisms in the agroforestry sector.
8. The objective of the project is to mainstream conservation criteria for the four critically endangered species (Darwin's fox, Chilean huemul, Keule and Chilean woodstar) in to the management of the main 'development-frontier' territories in the regions of Arica y Parinacota and Biobío, through the implementation of best sustainable forest , agriculture and livestock production practices and biodiversity conservation, through the development of local capacities, raising awareness and mainstreaming conservation in local policies and regulatory frameworks, to prevent extinction and reduce pressure on the ecosystems where they live.
9. Based on the definition of the habitat and distribution of each endangered species, intervention areas were selected according to (1) their potential to generate biological corridors, (2) distribution between the protected zones of influence, and (3) production practices implemented with a negative impact on the species. The areas selected for the project's intervention areas:
 - Darwin's fox in the Cordillera de Nahuelbuta, including the communities of Contulmo, Los Álamos, Curanilahue and Cañete (Biobío Region).
 - Chilean huemul in the Nevados de Chillán Biosphere Reserve, including the communities of Antuco, Pinto and San Fabián (Biobío Region).
 - Keule in the communities of Talcahuano, Tomé and Curanipe (Biobío Region).
 - Chilean woodstar in the valleys of Camarones, Vitor, Azapa (Region of Arica y Parinacota)
10. In order to achieve this objective, the project is structured in **three components**:
 - Component 1: Raising awareness and capacity building in support of the protection of four endangered species in the regions of Arica y Parinacota and Biobío.
 - Component 2: Integrated territorial management based on good agroforestry and forestry practices aimed at the recovery of habitats of four endangered species in the regions of Arica y Parinacota and Biobío.
 - Component 3: Mainstreaming endangered species conservation criteria in public policy instruments and municipal regulatory frameworks in the regions of Biobío and Arica y Parinacota.
11. The expected outcomes include:

- Outcome 1: Strengthened local actors' capacity to implement good forestry and agroforestry practices, mainstreaming habitat conservation for four endangered species (Chilean woodstar, Chilean huemul, Darwin's fox and Keule).
 - Outcome 2.1: . Stabilisation of the four endangered species populations by reducing pressure on their habitats resulting from land-use planning and management under biodiversity conservation considerations.
 - Outcome 3.1: Mainstreaming conservation criteria for the four endangered species into public policies and regional regulatory frameworks, based on land management experience of Component 2.
12. Different biodiversity instruments have been created and used to plan and manage the conservation of endangered species in the territories of intervention in order to protect these and other species, including the Species Recovery, Conservation and Management Plans (RECOGE), regional strategies for the conservation and sustainable use of biodiversity, and the creation of protected areas.
 13. Despite national efforts, it has not been possible to reduce the pressures affecting the species given the extent or specificity of their habitats. So far, efforts have had little impact, focusing on sectoral conservation areas with limited public-private coordination, as evinced by the existence of a RECOGE Plan designed for Chilean huemul and a proposal for the Chilean woodstar.
 14. The project started in October 2017 for a period of four years and is financed with a grant of **USD 2,411,416** from the GEF and co-financing of **USD 6,610,611** provided by partner institutions and FAO.
 15. At the time of approval, the project was aligned with FAO Strategic Objective 2 'Make agriculture, forestry and fisheries more productive and sustainable'. It also contributed to Regional Initiative 3: Climate Change and Natural Resources and to the achievement of Country Programme Framework Outcome Pillar 2: Governance of natural resources and agroforestry and fishery systems under climate change scenarios.

1.2 Key partners involved in the project and their roles

16. The Food and Agriculture Organisation (FAO) is the GEF agency responsible for monitoring and providing technical advice during project implementation. The project is implemented by the **Ministry of the Environment (MMA)** and its **Partners** are the National Forestry Corporation (CONAF), the Chile's Livestock and Agricultural Service (SAG), the Fundación Nahuelbuta (former Forest Ethics), NGO Aumen , NGO AvesChile, Pioneer, Forestal Arauco. As invited institutions INDAP, SERNATUR. A **National Project Steering Committee (SC)** was established, which has met annually, and two Regional Technical Committees (RTC) whose functions are a) to provide general strategic and implementation guidance to the project b) to support and advise the Project Management Unit (PMU) on technical, scientific, operational and inter-institutional coordination aspects and c) to support coordination for the achievement of the project targets and activities in the respective region according to the Annual Operational Plan. Two meetings have been held in Arica y Parinacota and four in Biobío. On the other hand, 3 Subcommittees have been established in the Biobío region, which have met 3 times for Darwin's fox, 4 times for Keule and 5 times for Chilean huemul. The region of Arica y Parinacota does not have a sub-committee for Chilean woodstar species.
17. As **Implementing Partner**, the MMA is responsible for the overall implementation of the project. As the national environmental authority responsible for environmental regulations and compliance with international agreements in Chile, it will be responsible for the overall project management and, specifically, for the design and implementation of RECOGE Plans for the Darwin's fox, Chilean huemul, Keule and Chilean woodstar and for the development of environmental education and dissemination activities. The MMA appointed a **National Project Director (NPD)** whose responsibility is to supervise and guide the Regional Coordinators on the implementation of the Project.

18. The Regional Coordinators carry out the implementation from the SEREMI of Environment. Under the overall supervision of the National Project Director, the Regional Seremi of the Environment, the FAO Representative in Chile, and the technical guidance of the FAO Lead Technical Officer (LTO), the Regional Project Coordinators (RPCs) will serve as the leader of the Project Management Unit (PMU) and Secretary of the Steering Committee and will be responsible for the overall planning, day-to-day management, technical supervision and coordination of all project activities, and is responsible for the implementation of Component 1 of the Project.

19. The following table summarises the main actors involved in the implementation of the project and their roles:

Key stakeholders (broken down as appropriate)	What is their role in the project?	What is the reason for inclusion in or exclusion from the MTR?	Priority for the MTR (1-3)	When and how should they get involved in the MTR?
1. Active stakeholders with direct responsibility for the project e.g. FAO implementing partners.				
Ministry of the Environment (MMA)	<p>The MMA is responsible for the overall management and implementation of the project through the Natural Resources and Biodiversity Division.</p> <p>It is responsible for the design and implementation of RECOGE Plans for the Chiloé fox, Chilean huemul, Chilean woodstar and Keule (component 1) and the development of environmental education and outreach activities (Component 3).</p>	<p>Its inclusion is necessary because it is the main implementing partner of the project in the country. It chairs the National Project Steering Committee (PSC) and is in charge of project activities such as the RECOGE design.</p>	<p>1</p>	<p>The MMA should be involved in the entire MTR process. (1) Design and preparation phase: it should be part of the initial discussions prior to data collection. (2) Implementation phase: it should be part of the information gathering and delivery of documents to assess the relevance of the design and expected results, i.e. its consistency with local environmental and development priorities and policies. In addition, the MMA should participate in the closure meeting of the mission to know about the initial findings and conclusions and to discuss possible recommendations. (3) Data post-collection phase: the MMA should be able to comment on the first draft of the report and participate in the final workshop to discuss findings, conclusions and recommendations.</p> <p>The MMA may be involved in the MTR through face-to-face/bilateral meetings with the designated authority.</p>
Food and Agriculture Organization of the United Nations (FAO)	<p>FAO is the agency responsible for monitoring and providing technical support during project implementation. FAO is responsible for managing GEF funds, overseeing project implementation, providing technical guidance, conducting an annual monitoring mission, reporting to the GEF Secretariat.</p> <p>The Budget Officer (BH), the FAO Representative in Chile, is in charge of the management of the GEF funds through a Project Task Force made up of:</p> <p>the Lead Technical Officer (LTO), Funding Liaison Officer (FLO) and other Technical Officers in Rome,</p> <p>the Lead Technical Officer (LTO) provides technical support during project implementation and is responsible for obtaining technical support from the relevant FAO units.</p>	<p>Its inclusion is essential as it is the main technical body and reference for the GEF. It allows for consistency with the GEF's strategic priorities and objectives. The BH facilitates communication with the MMA, partners and the GEF focal point. It can deliver technical and support mission reports.</p>	<p>1</p>	<p>FAO is involved in the entire MTR process. In the design and preparation phase, FAO is responsible for reviewing the terms of reference and revises the MTR inception report as well as the MTR methodology. In the implementation phase, the LTO can provide technical input for the evaluation of the project. Finally, in the data post-collection phase, FAO participates in the mission conclusion meeting where the initial recommendations are presented. FAO can also comment on the final MTR report and take part in the stakeholder workshop.</p>
National Forestry Corporation (CONAF)	<p>CONAF is a co-implementing partner of the project. Its role is to provide native tree nurseries for the reforestation of Keule (Component 2), to participate in environmental education activities (Component 3) and to monitor the four endangered species</p>	<p>Their inclusion would provide useful documentation on the operation of the nurseries and the</p>	<p>1</p>	<p>CONAF should participate in the implementation phase to gather information through virtual interviews with regional directors and in the data post-collection phase to comment on the first draft of the report and participate in the stakeholder workshop to discuss findings, conclusions and recommendations.</p>

Key stakeholders (broken down as appropriate)	What is their role in the project?	What is the reason for inclusion in or exclusion from the MTR?	Priority for the MTR (1-3)	When and how should they get involved in the MTR?
	(component 1). CONAF is also a co-financier of the project and a member of the Steering Committee.	conservation performance of endangered species.		
Chile's Livestock and Agricultural Service (SAG)	SAG is a permanent member of the project's National Steering Committee (SC) and its regional representatives participate in the regional Technical Committees. SAG is a co-financier of the project and provides staff and technical assistance for the strengthening of good practices.	Its inclusion in the MTR allows to obtain relevant documentation and information for the project.	1	SAG should participate in the implementation phase to provide relevant information through inputs and/or interviews, as well as in the data post-collection phase to comment on the first draft of the report and participate in the final workshop in person or virtually.
Regional Governments (GORE) of Arica y Parinacota and Biobío	Its function is to coordinate with the MMA the actions for institutional strengthening, to play a role in the prioritisation of regional regulations and investment projects for the conservation of endangered species. The GORES participate in the project's implementation.	Their inclusion allows to assess the relevance of measures and outcomes to regional development priorities. In addition, they are aware of effects on regional policies and funding mechanisms such as FNDR.	1	The GORES should be included in the implementation phase to gather information and in the post-collection phase so that they can comment on the first draft of the report and receive the outcomes of the MTR.
Ministry of National Assets (MBN)	Its function is to facilitate the bailment of public lands that can be converted into areas under some conservation category. Depending on the area, the bailment would be given to the National System of Protected Areas, the municipality or to private parties.	Its inclusion is necessary because it is the authority in charge of handing over the fiscal land to implement its conservation. However, the MBN does not participate in the co-financing of the project and is not actively involved in any of the activities.	2	The Chilean Ministry of National Assets should be involved in the implementation phase to provide useful documents and/or participate in interviews and in the post-collection phase to comment on the first draft of the report and receive the outcomes in the final workshop

Key stakeholders (broken down as appropriate)	What is their role in the project?	What is the reason for inclusion in or exclusion from the MTR?	Priority for the MTR (1-3)	When and how should they get involved in the MTR?
Institute of Agricultural Development (INDAP)	Coordination with the MMA to finance the good practices of Component 2 through competitive funds from the PRODESAL programme, in order to maintain improvements in agricultural and livestock production systems.	Its inclusion allows to know the functioning of Component 2 and the impact of the project on the small farmer beneficiaries. It has direct responsibility for funding through PRODESAL.	1	INDAP should participate in the implementation phase to gather information through interviews and in the post-collection phase to comment on the first draft of the report and participate in the final workshop.
National Tourism Service (SERNATUR)	SERNATUR is a strategic actor in the project because it is in charge of raising awareness and information dissemination programme on endangered species. It also participates in regional Technical Committees.	Their inclusion provides insight into the functioning of the raising awareness and information dissemination programme.	2	SERNATUR should be involved in the implementation phase for information gathering through document delivery and/or interview with the regional office. May be invited to the final workshop in the post-collection phase .
NGO AUMEN, Ética en los Bosques and Fundación Keule. Fundación Nahuelbuta, NGO AvesChile	Participants in the Regional Participation Committees. Their role is to make their monitoring methodologies available and to support the project outputs with letters of agreement. In addition, they contribute to the project financing.	Their inclusion provides insight into the implementation of activities in the project communities.	2	They can participate in the implementation phase to gather information through interviews
Private Sector Pioneer (Du Pont Group) y Forestal Arauco	Its role is to support the implementation of good practice pilots and dissemination programmes.		3	Participation in public-private partnerships that support the implementation of good practices based on recognition systems and biodiversity conservation.
2. Active stakeholders with decision-making authority over the project, e.g. members of the EDP.				

Key stakeholders (broken down as appropriate)	What is their role in the project?	What is the reason for inclusion in or exclusion from the MTR?	Priority for the MTR (1-3)	When and how should they get involved in the MTR?
National Project Director (NPD)	The NPD, appointed by the MMA, oversees and guides project policies and priorities, is responsible for coordinating activities with the institutional bodies related to the project components and is in charge of the application for GEF funds.	The NPD facilitates the engagement of government partners in the MTR process and supports the PMU to ensure good communication on the MTR across government.	1	Design and preparation phase - to define the MTR methodology. Implementation phase - gathering information through interviews.
Regional Project Coordinators (RPC)	<p>Their functions include coordinating and supervising the implementation of activities; day-to-day management; coordination with related initiatives; ensuring collaboration between national and sub-national institutions and organisations; monitoring project progress; implementing the monitoring plan; organising meetings, preparing annual work plans and budgets; preparing the PIR, among others.</p> <p>They are the leaders of the Project Management Unit (PMU) and serve as Secretary of the Steering Committee. They are responsible for implementing Component 1 of the Project.</p>	Its inclusion allows to gain insight into the planning and management aspects of the day-to-day activities of the project. Thanks to regular visits to the project areas, it has first-hand knowledge of the project.	1	The RPCs should be involved in the design and preparation phase of the MTR to determine the timing of the review mission and in the initial discussions prior to data collection. In the implementation phase , the RPCs should be interviewed to obtain feedback on the project. In the post-collection phase, the RPCs can participate in the final workshop where findings and recommendations are presented.
3. Secondary stakeholders (which are only indirectly or temporarily affected)				
Academia (Universidad Concepción, Universidad de Biobío, Universidad de Tarapacá, Universidad Santo Tomás, Universidad Andrés Bello, Universidad Católica de	Their role is to contribute their technical equipment and expertise to the implementation of the project and its outputs. Some academics participate in the species sub-committees.	Their participation would provide a technical perspective of the actions carried out by type of species and the operation of the sub-committees. However, they have no major role in the project that would justify their inclusion in the MTR.	3	The Academia could participate in the implementation phase of the MTR providing relevant inputs.

Key stakeholders (broken down as appropriate)	What is their role in the project?	What is the reason for inclusion in or exclusion from the MTR?	Priority for the MTR (1-3)	When and how should they get involved in the MTR?
Temuco or Universidad San Sebastián)				
4. Community stakeholders benefiting directly or indirectly from the intervention (broken down by gender if possible)				
Municipalities (Contulmo, Los Álamos, Curanilahue and Cañete; Antuco, Pinto and San Fabián; Talcahuano, Tomé and Curanipe; Arica and Camarones)	<p>The selected municipalities of Arica y Parinacota and Biobío regions receive environmental education programmes in municipal schools. In addition, Component 3 proposes mainstreaming conservation criteria in the municipal regulatory frameworks. The municipalities are direct beneficiaries of the project, which represents an opportunity to strengthen their role and technical capacity.</p>	<p>Their inclusion allows to know if the project has reached the municipalities and local communities.</p>	2	<p>The municipalities should be included in the MTR implementation phase to learn about their experience with the project through virtual interviews with mayors or a municipal councillor. They can also participate in the final presentation phase of the project.</p>
5. Community stakeholders not benefiting from the intervention (broken down by gender if possible)				
Local farming communities (in Contulmo, Los Álamos, Curanilahue and Cañete, Antuco, Pinto and San Fabián, Talcahuano, Tomé and Curanipe and Arica and Camarones)	<p>Smallholders and local communities are the social basis of the project's beneficiaries. They participate in raising awareness workshops. These groups have implemented unsustainable production practices, so the project encourages the use of good production practices by all its members (Component 2).</p> <p>Women participate in workshops and consultations. In component 1, it is expected a 40% women' participation in the environmental educational programmes; in Component 2, it is expected at least a 40% women's participation in good implementation practices for the conservation of the four species.</p>	<p>Their inclusion in the MTR allows to know the impact of measures on their practices and raising awareness of the importance of biodiversity conservation. The inclusion of women provides an insight into their experience with the project</p>	1	<p>Communities should be included in the implementation phase through virtual or face-to-face consultations, ensuring the participation of women in separate settings for them. A field trip could provide direct feedback from project beneficiaries. Communities should also be invited to the final phase to deliver outcomes.</p>
6. Other stakeholders not directly involved in the intervention, e.g. development agencies working in the area, civil society organisations, etc				

Key stakeholders (broken down as appropriate)	What is their role in the project?	What is the reason for inclusion in or exclusion from the MTR?	Priority for the MTR (1-3)	When and how should they get involved in the MTR?
<p>Indigenous communities</p> <p>in the vicinity of the areas intervened by the project</p>	<p>In the framework of the project, the surrounding indigenous communities of the Biobío region were requested their free, prior and informed consent before the start of operations in the first year.</p>	<p>Their inclusion would reveal whether the project has affected them in any unexpected way.</p>	<p>3</p>	<p>Indigenous communities could be consulted in the implementation phase through interviews with key actors such as local indigenous leaders to learn about the experience of their communities.</p>

1.3 Theory of change

20. The Prodoc does not include a presentation and analysis of the Theory of Change (ToC). Therefore, during the MTR a ToC proposal should be developed and validated with the project team and the FLO and the output (validated ToC) will be one of the outcomes of the MTR exercise. The ToC can help to assess the appropriateness and relevance of the project design, as well as potential project outcomes' impact and long-term sustainability. The ToC reconstructed by the MTR team will be included in the inception report which should then be updated with feedback from stakeholders during interviews with partners, beneficiaries and the project team.

1.4 Progress in Project implementation and main challenges to date

21. Outcome 1.1. Strengthened local actors' capacity to implement good forestry and agroforestry practices, mainstreaming habitat conservation for four endangered species (Chilean woodstar, Chilean huemul, Darwin's fox and Keule).

22. Southern macro zone

- Capacity building and raising awareness on environmental education through the implementation of the Environmental Education Programme (PEA) for civil servants, schools and the community in general, and good agroforestry and tourism practices training in the areas of intervention. This was mainly carried out for Darwin's fox and Chilean huemul species. Progress made in establishing the interregional Keule protection network. Agreement with INDAP to offer a diploma course on Biodiversity and Sustainable Production: conservation and territorial approach, aimed at professionals and technicians from INDAP and its territorial programmes. Implementation of a monitoring system for endangered species and biodiversity in the territory of Darwin's fox, Chilean huemul and Keule. Design of the project's website, which will be hosted on the website of the Ministry of the Environment.

23. Arica

- Capacity building of decision-makers to implement modifications in their usual practices, as well as the ability to innovate based on what has been learned through the different ways the project has been implemented. Some examples are the creation of the 'Network of Educational Gardens', a provincial alliance for the region, which seeks to introduce new tools for human development and wellbeing and food sovereignty. This strategy is linked to and supported by the International Network of Educational Gardens.
- Capacity building of teachers and tutors (professionals working in the agriculture and municipal environmental departments) to implement and support the Environmental Education Programme in schools, who were trained in special techniques to teach Science. The production of educational material, which was approved by the Ministry of the Environment, FAO and the NGO AvesChile, and capacity building of professionals from public institutions and NGOs involved in the management of the species, made it possible to establish basic standards for the monitoring and identification of Chilean woodstar, which will soon be reflected in a monitoring protocol and an Environmental Assessment guideline.

24. Challenges of Outcome 1.1

- Challenge 1: implementation of the environmental education programme in schools, municipalities and good agroforestry practices as part of the work that INDAP promotes in the territories.
- Challenge 2: establish educational gardens as tools for environmental education through a public policy.
- Challenge 3: institutionalise the Chilean woodstar monitoring as part of a validated monitoring protocol.

25. Outcome 2.1. . Stabilisation of the four endangered species populations by reducing pressure on their habitats resulting from land-use planning and management under biodiversity conservation considerations.

26. Southern macro zone.

- Generation of concrete actions for biodiversity conservation in the intervention territories in 124,221 ha used for good agroforestry and tourism practices in pilot farms. The good practices, namely; property management, fencing of Keules, Keule nursery and growing, construction of anti-fauna chicken coops (foxes and birds), rotational management of cattle grazing outside and inside native forest, restoration with native trees, agro-ecological systems (agriculture and bird management), design of tourist trails focused on respecting and promoting the biological corridors of the species.
- A draft version of the Nahuelbuta Biosphere Reserve has been prepared for 10 of the 12 communes that make up the reserve. Creation of a private area in the Nature Sanctuary El Natri estate 283 ha (Contulmo) and in the process of preparing the dossier for the creation of a new protected area (former Forestal Contulmo reserve), an area currently managed by CONAF (300 ha).
- The Management Plan for the Nevados de Chillán - Laguna del Laja Biosphere Reserve (RBNCHLL) has been completed and approved by the Management Council.
- We have 18 pilot farms in different areas covering an area of 124,221 ha where good agroforestry practices are being carried out (in varying degrees of intervention) together with their owners. Through these demonstrative pilots, we have been able to establish the compatibility of production systems and biodiversity conservation.
- Regarding the monitoring methodologies, the project has designed a Chilean huemul monitoring protocol with monitoring of pilot farms in the Cordillera de los Andes of Central Chile.

27. Arica

- The protection of territory for the conservation of Chilean woodstar, through inter-institutional management allowing the allocation of 5 polygons with biological functionality for the Chilean woodstar (nesting, mating and feeding), totalling 30 ha, which are in addition to the 10.8 ha of the Chilean woodstar Natural Monument. At present, the bidding process for the Micro-Reserve Network management plan is under review.
- Public-private partnership agreements have facilitated the progress to subsequently institutionalise outcomes. Of the three agreements, the most productive is the one signed with the Municipality of Camarones, which is working on the development of tools such as the Tourism Development Plan (PLADETUR).
- Implementation of pilots for the demonstration of good practices in the territory.

28. Challenges of Outcome 2.1

- Challenge 1: Political will of the Biobío and Araucanía regions to send the dossier of the Cordillera de Nahuelbuta biosphere reserve to UNESCO.
- Challenge 2: Implementation of the management plan for the Cordillera de Nahuelbuta Biosphere Reserve.
- Challenge 3: Increase the protected territory, adding the so-called 'Ruta del Picaflor' (Chilean woodstar route) to the micro-reserves network. This involves adding 24 private properties of high biological significance to the territorial planning established by a management plan, through agreements with the Municipality.
- Challenge 4: Use pilot implementation outcomes to mainstream best practices into regulatory frameworks.

29. Outcome 3.1. Mainstreaming conservation criteria for the four endangered species into public policies and regional regulatory frameworks, based on land management experience of Component 2.

30. Southern macro zone

- Chilean huemul RECOGE Plan awaiting final approval by the Council of Ministers and Darwin's fox RECOGE Plan, the proposal is validated by the development committee.

31. Arica

- Update of the Chilean woodstar RECOGE plan by the Ministry of Environment, specifically as endangered species.
- To achieve the outcomes of this component, pilot projects are being implemented in the territories, which have shown partial results, and which will be submitted to INDAP for consideration as good practices. In keeping with the above, a Diploma course on Sustainable Production and Biodiversity is being developed in partnership between FAO, INDAP, MMA and the Endangered Species projects and SIPAN, aimed at building the capacities of extension professionals, as well as a regulatory framework for INDAP.

32. Challenges of Outcome 3.1

- Challenge 1: preparation of ordinances for areas with the greatest threats to biodiversity.
- Challenge 2: establish species monitoring protocols as guidelines for consultation with the Environmental Impact Assessment System or as guideline with recommendations from the Ministry of the Environment.
- Challenge 3: mainstreaming conservation criteria in INDAP's promotion, and therefore within MINAGRI, and contributing to training a new generation of professionals with impact on territorial management.
- Challenge 4: consider good practices outcomes to be promoted by INDAP and MINAGRI and included them in their protocols.

2. MTR Objective and Scope

33. This MTR was considered in the PRODOC as part of the GEF requirements. The main purpose of the MTR is to:
- Ensure accountability - to respond to the information needs and interests of policy makers and other decision makers, e.g. FAO management and FAO-GEF CU, as well as with project partners.
 - Improve the project or programme - based on recommendations to managers and others responsible parties for the normal functioning of the project based on the evidence found in the MTR.
 - Contribute to an in-depth understanding and contextualisation of the project intervention and practices.
34. The purpose of the MTR is to review the progress and effectiveness of project implementation, in terms of objectives, outcomes and outputs. The MTR will allow for the implementation of corrective actions, if necessary. In addition, it will provide a systematic analysis of the information included in the Monitoring Plan, with emphasis on progress towards the achievement of the expected outcomes and outputs against expenditures.
35. The MTR will refer to the Project Budget and the Programme of Work on Protected Areas approved for years 1 and 2 and will contribute to highlight replicable good practices and main problems faced during project implementation and suggest mitigation measures to be discussed by the PSC, the LTO and the FAO-GEF Coordination Unit.
36. The Review will have a temporal scope of the period from the project inception date which corresponds to October 2017 until the MTR date which is estimated to occur in June 2020. The review will be limited to the geographical zone of influence of the Project in its different components. It will take place over a period of 3 months and will consider all the mid-term targets set out in the outcomes framework.
37. The geographical area of the project shows that the capacity of territories to provide agro-ecosystem services to sustain local livelihoods has been sharply reduced over the last decades, especially in the 'development-frontier' regions, understood as a space that separates, in this context, the 'developed' productive areas (agricultural) from the 'undeveloped' non-productive areas of the country (native forests), such as the regions of Arica y Parinacota and Biobío.
38. In the Biobío Region, the greatest threats to biodiversity loss are: explicit land use change, mainly for land clearance; urban growth and infrastructure construction; and forest fires that lead to habitat fragmentation and destroy all environmental values of selected areas, while generating greenhouse gas emissions. These are the most visible threats and cover most of the quantifiable biodiversity losses. In this region, only forest lands in inaccessible areas maintain a significant degree of integrity and connectivity. Sudden forest degradation occurs mainly due to forest fires. This degradation and fragmentation lead to reduced resilience of forest ecosystems to other external stressors such as invasive species, pests and diseases, forest fires, droughts and climate change.
39. In the Arica y Parinacota Region, land use change is linked to unsustainable intensification of agriculture and related changes in agricultural practices. This region is characterised by cross valleys, running east-west, against the normal layout of geographical features in Chile, parallel to the Cordillera de los Andes, which run through one of the driest deserts in the world, resulting in longitudinal oasis. Because of their isolation and very sunny climate, the scarce farming land in these valleys is highly demanded for the production of vegetables (especially out of season) and other high rotation crops that require controlled pollination.

40. In keeping with the above, several types of unique species and their habitats are critically endangered in Arica y Parinacota and Biobío, in particular, the 'emblematic species landscape', whose needs are being considered in the protected landscape selected for this project. At least one species of each selected area is endangered, the Chilean woodstar (*Eulidia yarrellii*) in the desert valleys of the Arica y Parinacota region, the Darwin's fox in the Biobío region (*Lycalopex fulvipes*)¹⁰⁹ found in the Cordillera de Nahuelbuta, the Chilean huemul (*Hippocamelus bisulcus*) in the Biological Corridor Nevados de Chillán - Laguna del Laja" (RBNCHLL) Biosphere Reserve, and Keule (*Gomortega keule*).

41. Potential users of MTR outcomes

- i. Steering and Management Committee: will use the MTR outcomes and findings to improve the scope of activities and the sustainability of outcomes during the final phase of the project.
- ii. Budget Holder, Lead Technical Officer (LTO), PTF (Project Task Force), National Coordinator and Project Team: They will be able to use the findings and lessons learned to improve the scope and timing of project closure activities and replicate the lessons in the design and implementation of future interventions in the country.
- iii. FAO-GEF Coordination Unit (UCG): will use the outcomes to account to the donor and report on the achievement of the project objectives and indicators in relation to budget execution.
- iv. Ministry of the Environment, particularly the Natural Resources Division, as well as its regional offices (Seremis).
- v. Beneficiaries and other national and international actors: They may use the evaluation to analyse the possibility of promoting similar or complementary actions that may serve to give continuity to or promote Project outcomes.

3. MTR objectives and questions.

3.1. Objectives

42. The purpose of the review is to determine the level of effectiveness and efficiency with which the project's design and implementation actions have been carried out and the consistency and relevance of the activities implemented in relation to the expected outcomes. Likewise, the levels of involvement, awareness and knowledge of biodiversity conservation and governance in the productive landscapes of the actors associated to the project, constitute an aspect of special relevance to improve, correct and/or enhance future project actions.

43. In light of the general objectives outlined above, it is considered appropriate that the review process consider the following GEF criteria:

- Relevance: The extent to which the design and expected outcomes of the intervention are consistent with local, as well as national, sub-regional and regional environmental and developmental priorities and policies, and with the GEF and FAO priorities and strategic objectives.
- Effectiveness: the extent to which the intervention has achieved or is expected to achieve the outcomes, outputs, objectives and impacts of the project, including the overall environmental benefits considering the key factors affecting the outcomes, also assessing whether sufficient

¹⁰⁹ Scientific name *Pseudalopex fulvipes*. Synonymy: *Canis fulvipes*; *Dusicyon fulvipes*; *Lycalopex fulvipes* Source: National Inventory of Endangered Species.
http://especies.mma.gob.cl/CNMWeb/Web/WebCiudadana/ficha_indepen.aspx?EspecieId=16

capacity has been created to ensure the achievement of the outcomes at the end of the project and after completion, and the likelihood of medium- and long-term impacts.

- Efficiency: analyse the cost-effectiveness of the project and the timeliness of activities; the extent to which the intervention has maximised resources by converting contributions (funds, staff, expertise, equipment, etc.) into outcomes at the lowest possible cost and in the shortest possible time compared to alternatives.
- Sustainability: assesses how likely it is that the positive effects of the intervention will continue after completion and the potential for scaling up or replication; any financial, socio-political, institutional and governance or environmental risks to the sustainability of project benefits and outcomes; any evidence of replication or acceleration of project outcomes.
- Factors affecting performance - the main factors to be considered are: project design and maturity for implementation; project execution, including project management, monitoring system; project implementation, including FAO supervision; financial management and mobilisation of expected co-financing; partnership and project stakeholder engagement; communication, public awareness and knowledge management; and application of an M&E system, including design, implementation and budgeting.
- Cross-cutting dimensions - issues such as gender, indigenous peoples and minority groups and human rights issues; environmental and social safeguards applied to a project require, inter alia, the review of the risk rating for environmental and social safeguards (ESS) and risk mitigation measures identified in the project formulation phase.

3.2. Questions for the review.

44. The review will be guided by the key questions detailed in the table below. In order to ensure a comprehensive analysis of the key questions, additional sub-questions will be developed in a review matrix during the planning stage, which will be explained in the Inception Report. The questions will also relate closely to the project's theory of change. Specifically, evaluators are expected to elaborate or adapt the questions according to the specificity of the project, its complexities and needs.

Consistency/Relevance	
1	<p>To what extent have the project design, outcomes and strategies been consistent with addressing national priorities and local, national, sub-regional and regional environmental and development policies? Has the project been coherent with GEF and FAO priorities and strategic objectives, with other ongoing interventions and relevant to stakeholders and beneficiaries on issues of capacity building for mainstreaming conservation and valuation of critically endangered species and ecosystems in productive landscapes on the development-frontier in the regions of Arica y Parinacota and Biobío?</p> <p>Has there been any changes in the relevance of the project since its formulation, such as the adoption of new policies, plans or programmes that affect the relevance of the project's objectives and targets? If so, do any changes need to be made to make the project more relevant?</p>
Effectiveness	
2	<p>What outcomes, intended and unintended, has the project achieved at the time of the MTR and how do these contribute to the achievement of the project objective, including the overall environmental benefits? Has sufficient capacity been built to ensure the achievement of the outcomes at the end of the project, as well as the likelihood of medium and long-term impacts? Are there any barriers or other risks that may prevent progress and achievement of the long-term project objectives?</p>
Efficiency	
3	<p>To what extent has the project maximised resources by converting inputs (funds, staff, expertise, equipment, etc.) into outcomes at the lowest possible cost and in the shortest possible timeframe compared to other alternatives?</p>
Factors affecting performance	
4	<p>Design: Did the project design serve to generate project outcomes? Is the causal logic of the project coherent and clear? To what extent are the project objectives and components clear, workable and feasible in good time?</p> <p>(Project implementation and management) To what extent did the implementing agency fulfil its roles and responsibilities regarding project management and governance? What were the main challenges in relation to project management and governance?</p>

	(Financial management and co-financing) What have been the challenges with regard to the financial management of the project? To what extent has the promised co-financing been provided? Has additional co-financing been provided since implementation?
	(Project oversight, implementation) To what extent has FAO provided supervision, guidance and support (technical, administrative and operational) during identification, formulation, approval, initiation and implementation?
	(Communication and knowledge management) How effective has the project been in communicating and promoting its key messages and outcomes to its partners, stakeholders and the general public? How can this be improved?
	(M&E plan) Has the M&E plan been practical and sufficient? Has information been gathered systematically, using appropriate methodologies? To what extent has the information provided by the M&E system during project implementation been used to adapt and improve project planning and implementation, achieve outcomes and ensure sustainability? Is there gender-disaggregated targets and indicators? How can the M&E system be improved?
Sustainability	
5	How sustainable are the outcomes achieved so far at the environmental, social, institutional and financial levels? Are there risks that affect the potential achievements of the project?
Normative Values	
6a	To what extent have gender equity principles been promoted during project design and implementation and is it contributing to the empowerment of women, young people, and other vulnerable groups?
6b	To what extent have the rights of indigenous peoples been respected and promoted in the project design, decision-making and implementation?

4. Methodology

45. The MTR will be guided by UNEG norms and standards (UNEG, 2016) and will be aligned with the FAO-GEF MTR guideline and annexes that provide methodological guidance and practices. The MTR will adopt a consultative and transparent approach, keeping internal and external stakeholders informed throughout the MTR process. The evidence and information gathered will be triangulated to support validation and analysis and to support conclusions and recommendations. In addition, the review will be conducted in line with the GEF principles of: independence, impartiality, transparency, disclosure, ethics, collaboration, competencies and capacities, credibility and utility.
46. The process will be implemented in close collaboration with the FAO Representation in Chile, the project LTO, MMA, National Steering Committee (NSC) and Regional Steering Committee (RSC).
47. Final decisions on the specific design and methods of the MTR will be proposed by the consultant team based on consultations with the project team and key stakeholders on what is appropriate and feasible to meet the purpose and objectives of the MTR and answer the intended questions.
48. Because this MTR is conducted in the context of a global health pandemic, no field visits will be scheduled. However, the following qualitative methods will be used to collect primary and secondary data to answer the review questions:

- Documentation review (List of Box No.1): project document (PRODOC); six-monthly and annual progress reports; strategic documents from governments and involved organisations and institutions related to the conservation of endangered species; FAO technical and support mission reports; and any others that are identified in the course of the evaluation (see Appendix 1 for a preliminary list of project documents).
- Elaboration of the Theory of Change and validation with the project team through virtual meetings.
- Semi-structured interviews with key informants, stakeholders and participants at regional level supported by checklists and/or interview protocols.
- Group interviews with Project participants and stakeholders, also supported by interview protocols in the virtual modality (zoom or skype).
- Online questionnaires

49. Under the question of Effectiveness, the review will assess the progress made to date in achieving project objectives and expected outcomes. For this purpose, the table (Appendix 1) and the six-point score system of the GEF project rating will be used: Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), Marginally Unsatisfactory (MU), Unsatisfactory (U) and Highly Unsatisfactory (HU). To answer the question on Sustainability, a 4-point score will be used to rate the likelihood of sustainability of the outcomes achieved by the project to date. This includes: Likely (L), Moderately Likely (ML), Moderately Unlikely (MU), Unlikely (U).

50. The responsibility of the project team is to provide the MTR team with a set of documents of key background information of the project upon consultants' appointment (most of the documents should have been gathered during the TOR process). The set of documents makes up the 'project information package'. Table 1 below details the most important project-related documents to be reviewed during the MTR. The project team should provide these documents to the evaluation team prior to the drafting of the MTR Inception report.

Box 1: Documents to be produced by the MTR team.

i.	GEF PIF with technical approval.
ii.	Comments from the GEF Secretariat, GEF Science and Technology Advisory Panel (STAP), GEF Council members on project design and FAO responses.
iii.	FAO Concept Note and FAO Project Review Committee Report.
iv.	Request for GEF CEO Endorsement.
v.	FAO-GEF Project Preparation Grant (PPG) document.
vi.	Project document approved by the GEF and any updated document approved after the inception workshop, that shows the latest budgetary revisions.
vii.	Project Inception Report.
viii.	Quarterly Project Progress Report.
ix.	Annual work plans and budgets (including budget revisions).
x.	All annual GEF PIR reports.
xi.	Any other monitoring report produced by the project.
xii.	Documents describing any changes to the project framework or project components, such as changes to the initially designed outputs and outcomes.
xiii.	List of stakeholders.
xiv.	List of project sites and site location maps (to plan mission itineraries and fieldwork).
xv.	OPIM executive agreements and letters of agreement.
xvi.	Technical, support and project supervision mission reports, including Back to the Office Reports prepared by FAO staff and any reports on technical support provided by FAO headquarters or regional office staff.

xvii.	Minutes of the PSC, FAO PTF and other relevant groups.
xviii.	Any ESS analysis and mitigation plan developed during the project design period and online records in the FPMIS.
xix.	Any raising awareness and communications materials produced by the project, such as brochures, leaflets, presentations given at meeting, website, etc.
xx.	FAO policy documents related to FAO Strategic Objectives and Gender.
xxi.	Finalized GEF focal area Tracking Tools (TT) at CEO endorsement and updated TT at mid-term for GEF-5 projects (and for GEF-6 and GEF-7 projects with BD Objective 2 and protected area management) or review of contribution to GEF-7 core indicators (retrofitted) for GEF-6 projects, and GEF-7 core indicators for GEF-7 approved projects as established in core indicators worksheet (GEF 2019a).
xxii.	Financial management report including an up-to-date co-financing table, summary report on the project's financial management and expenditures to date, a summary of any financial revisions and their purpose, and copies of any audits for comments and co-financing letters submitted for approval.
xxiii.	GEF Gender Policy (GEF 2017), GEF Gender Implementation Strategy (GEF 2018a), GEF Guidelines on Gender Equality (GEF 2018b), GEF Guidelines to promote Gender Equality in GEF project and programmes (GEF 2018c), Policy on Indigenous Peoples (2011) or recent versions of the same.

51. When the evaluation team is put together, an initial meeting will be held with the Evaluation Manager, the Evaluation Coordinator FAO RLC (Chile) and the Programme Officer of the FAO-GEF Coordination Unit (Rome) in order to resolve doubts regarding the MTR content.
52. At the beginning of the research phase a list of key informants, the protocol for interviews according to the type of actor to be interviewed and the topic to be addressed will be prepared. Special attention will be paid to ensure that women and other vulnerable groups are adequately consulted.
53. In terms of gender analysis, the project's contribution to the five objectives outlined in FAO Policy on Gender Equality¹¹⁰ will be assessed. The framework developed by the Office of Evaluation (OED) will be used for this purpose, together with the GEF objectives: i) bridging the gender gap in access to and control of resources; ii) enhancing women's participation and decision-making; and iii) contributing to social and economic benefits or services for women. Triangulation of evidence and information gathered will underpin the validity of the evidence, its analysis and support conclusions and recommendations.
54. As a reference for the evaluation of the work carried out, special attention will be paid to indigenous communities, considering the necessary criteria for their analysis.
55. The specific objectives of the project include capacity development at the enabling environment and individual levels. The FAO Capacity Development Framework¹¹¹ will be the basis for the assessment of measures, approach, performance and outcome of the activities implemented throughout the project for capacity development. The interview protocols will measure the level of Knowledge, Attitudes and Practices of the beneficiaries.
56. In order to facilitate a comparison with routine GEF reporting and to contribute to the GEF learning process (IWLearn), the review will rate project success using the scales proposed by the GEF.

5. Roles and responsibilities

¹¹⁰ See Fao Policy on Gender Equality (2013): <http://www.fao.org/3/a-i3205s.pdf>

¹¹¹ FAO Capacity Development Framework: http://www.fao.org/fileadmin/user_upload/newsroom/docs/Summary_Strategy_PR_E.pdf

57. The Budget Holder (BH) is responsible for ensuring the formulation and finalisation of the MTR Report. The direct responsibility for the formulation of the Report will rest with the MTR Lead Evaluator, as well as all MTR initiation and finalisation arrangements. Depending on his/her availability and commitments, the BH may designate another person (MTR Manager) to act on his/her behalf.
58. The BH, in coordination with the Project Management Unit (PMU), facilitates communication with the Ministry of the Environment, partners and the GEF Operational Focal Point on MTR programming, including the organisation of in-country briefings or workshops.
59. The National Project Director (NPD) facilitates the involvement of government partners in the MTR process and supports the PMU to ensure good communication on the MTR across government. The Project Steering Committee (PSC) facilitates the participation of government and other partners and stakeholders in the MTR process.
60. The BH is responsible for the preparation and publication of the Terms of Reference (ToR) and recruitment of external consultants to be hired specifically for this MTR/MTE, in consultation with the FAO-GEF Coordination Unit (GCU), the Lead Technical Officer (LTO) and other Project Task Force (PTF) Members within FAO. The Evaluation Coordinator of FAO RLC will assist in the quality assurance of the outputs, as well as being the focal point for OED in GEF projects in RLC.
61. The GCU will appoint a Focal Point to provide technical support during the MTR, including guidance and ad hoc support on technical issues related to the GEF.

5.1 MTR team responsibilities.

62. The MTR team is responsible for further development and implementation of the MTR methodology, drafting a short MTR Inception report, a first draft of the MTR Report and the final MTR report based on the comments received. It will also prepare a presentation of preliminary observations and recommendations and a two-page summary to contribute to knowledge management activities (RLC and FAO-GEF Unit). All members of the consultant team will participate in meetings and briefings, discussions, field visits (maintaining health protocols if possible) and will contribute to the MTR with written inputs to the draft and final versions of the MTR report (the MTR team leader has overall responsibility for the MTR report). The MTR team will agree with the GCU Focal Point on the report outline at the beginning of the MTR process, based on the template provided in Annex 12 of the MTR Guidance Document.
63. The MTR Team Leader is fully responsible for the MTR report, which may not reflect the views of the Government or FAO. The MTR Team Leader guides and coordinates the Team members in their specific work, discusses findings, conclusions and recommendations, and conducts the preparation of the draft and final report, consolidating the team members' inputs with his or her own.

Main responsibilities of the MTR team: Maintain the contractual obligations described in the MTR Terms of Reference.

Phase	Responsibilities
Design and preparation	<ol style="list-style-type: none"> 1. Review the terms of reference with the BH and FAO-GCU to ensure a feasible and effective MTR. 2. Review the information package. 3. Liaise with the BH/RM and PMU to ensure proper timing of the review mission. 4. Hold initial discussions prior to data collection. 5. Liaise with the BH/RM and PMU (Project Manager/Coordinator and the rest of the project team) to define the MTR methodology. 6. Prepare the MTR Inception Report and send it to the BH and FAO-GCU and include comments (the Inception Report should ideally be approved two weeks before the planned missions to allow time for interviews and other logistics to be organised).
Implementation	<ol style="list-style-type: none"> 1. Conduct information gathering and interviews for the MTR. 2. Organise a mission conclusion meeting with BH, PMU, FLO, LTO, as well as GCU-MTR Focal Point and project counterpart, to present initial findings and conclusions and discuss possible initial recommendations.
Data post-collection	<ol style="list-style-type: none"> 1. Complete and submit the first report draft to the BH and GCU within 3 weeks after the completion of the field mission(s). 2. Review and address the two rounds of stakeholder comments (internal review by FAO staff and external reviews with the project counterpart and other partners) on the MTR report, include relevant corrections and comments, and provide a complete comments matrix enclosed as an annex to the MTR report. 3. Provide the final revised MTR report within one week after receiving comments from BH, GCU and LTO and then stakeholders as well as a two-page summary of key findings and recommendations. 4. Participate (including via Skype) in the stakeholders' workshop to discuss the findings, conclusions and recommendations if the workshop is held.

64. The review team will have had no previous direct involvement in the project formulation, implementation or support. They will be required to sign the FAO Office of Evaluation's Declaration of Interest form.

65. The Review team should demonstrate independence from the Ministry of Environment, FAO and GEF, as well as from any of the project partner institutions.

Expected outputs.

66. **Inception Report:** The MTR team should prepare an Inception Report two weeks prior to the start of the data collection mission. This report details the consulting team's understanding of what is being assessed and the scope. The Inception Report should contain the proposed Project Theory of Change, as well as detail the criteria/questions the MTR intends to answer (in the form of a mid-term evaluation matrix). It should also include: data sources and data collection methods; appropriate analysis tools or methods for each data source and data collection method; and the standard or measure by which each question will be assessed. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with primary responsibility for each task or deliverable. The theory of change serves as a roadmap and reference in planning and conducting an MTR. It also serves as a useful tool to summarise and visually present the MTR design and methodology for discussions with stakeholders. The report will be approved by the evaluation coordinator at RLC and by the GCU in Rome.

67. MTR report draft: the main MTR report should be brief (no more than 40 pages, excluding the executive summary and annexes), right to the point, and in the FAO style.¹¹² The MTR report template is provided in Annex 12. More details on how to complete the key sections of the report are provided in Annex 13 of the MTR Guide, which is presented in Appendix 5. The project team, BH, GCU and key stakeholders should review the MTR draft report to ensure accuracy and that it meets the required quality criteria through two rounds of review, one internal to the project at FAO, followed by review by partners and stakeholders.
68. Final version of the MTR report: must include an executive summary and be written in the country's official communication language with FAO. The executive summary is presented in two versions: the official national language and in English. Background information and analysis should be attached to the report Annexes when deemed important to supplement the main report. Also a 2-page summary for knowledge management purposes.

Tentative schedule.

69. The review will take place between June and August 2020. The process of gathering information and virtual interviews will last approximately 2 weeks distributed between the regional capitals of the regions of Arica y Parinacota and Biobío.

¹¹² FAO (2017). FAOSTYLE. 2017 / English (includes Guide on citations tool from use with reference management software). June 2017.

http://intranet.fao.org/fileadmin/user_upload/manual_section/docs/5_Section/5.19_Communication_Donor_Reportin_g/FAO_house_style_guidelines_en.pdf. This should be supplied to the MTR team as they will not be able to access the FAO intranet.

Tasks	End date	Duration	Responsibility
PREPARATION PHASE			
TOR Design.	August 2019	2 weeks	MMA and UGP.
Call for tender.	August	1 month	FAO
Evaluation team selection and recruitment.	Second half of September	15 days	MMA and UGP, in consultation with GCU.
Preparation of project materials and documentation to be made available to the Review Team.	April-May 2020	1 month	The BH or the MTR manager with the PMU support.
Organisation of the mid-term review mission.	May 2020	1 week	The BH or the MTR manager with the PMU support – Review team.
Inception report to be sent to BH, GCU and Evaluation Coordinator in RLC.	June 2020	3 days	Review team. BH, GCU, Evaluations coordinator.
DATA COLLECTION			
Data collection mission.	May – June 2020	Two weeks	Review team.
Presentation of preliminary findings at FAO Chile (with national counterpart).	Last week of the mission (June)	1/2 day	Review team.
REPORT DRAFTING AND DISSEMINATION			
Analysis of information and report drafting.	June 2020	14 days (2 weeks)	Review, evaluator team.
Draft review/quality control/validation of recommendations and submission of comments to review team.	July 2020	10 days	UGP, BH, LTO, GCU and Evaluations coordinator in RLC.
Analysis of comments (including preparation of the comment matrix) and review of the draft report.	July 2020	2 - 3 days	Evaluator Team.
Submission of the preliminary report to the National Counterpart and national partners.	July 2020	10 days	BH shares draft report with Counterpart and key national partners for comments
Finalisation of the report and preparation of the matrix with comments and answers.	August 2020	3days	Evaluator Team.
Final report distribution.	August 2020	First week	BH/UGP

Preparation of the Management Response.	August 2020	4 weeks	BH with PTF and Steering Committee.
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Appendices

Appendix 1: Summary of available documents.

1.1 Overview of Available Documents: an initial updated documents list is provided to the review team for a proper overview of all available documentation.

- Project Identification Form (PIF).
- Comments received from GEF Secretariat, the GEF Scientific and Technical Advisory Panel (STAP) and the GEF Council members on the project's design and FAO's responses.
- FAO Concept Note and FAO Project Review Committee report.
- Request for GEF CEO Endorsement.
- FAO-GEF Project Preparation Grant (PPG) document.
- Project Document.
- Project Inception Report.
- Six-monthly FAO project progress reports (PPR).
- Annual work plans and budgets (including budget revisions).
- All annual GEF Project Implementation Review (PIR) reports.
- Any documentation detailing any changes to the project framework and project components, e.g. changes to outcomes and outputs as originally designed.
- List of stakeholders.
- List of project sites and site location maps (for planning the mission itineraries and fieldwork).
- Execution Agreements if project under Operational Partners Implementation Modality (OPIM) and letters of Agreement (LoA).
- Relevant technical, backstopping, and project supervision mission reports, including Back to the Office Reports (BTOR) of relevant project and FAO staff, including any reports on technical support provided by FAO HQ or regional office staff.
- Minutes of the meetings of the Project Steering Committee (PSC), FAO Project Task Force (PTF) and other relevant meetings.
- Any Environmental and Social Safeguards assessment and risk management plan produced during project design period and online records on FPMIS.
- Any awareness raising and communications materials produced by the project, such as brochures, leaflets, presentations given at meeting, address of project website, etc.
- All other monitoring reports prepared by the project.
- Finalized GEF focal area Tracking Tools (TT) at CEO endorsement and updated TT at mid-term for GEF-5 projects (and for GEF-6 and GEF-7 projects with BD Objective 2 with protected area elements) and/or review of contribution to GEF-7 core indicators (retrofitted) for GEF-6 projects, and GEF-7 core indicators for GEF-7 approved projects.
- Financial management information including an up-to-date co-financing table, summary report on the project's financial management and expenditures to date, a summary of any financial revisions made to the project and their purpose, and copies of any completed audits for comment (as appropriate).
- FAO policy documents related to FAO Strategic Objectives, Gender (including FAO Policy on Gender Equity), Indigenous Peoples, Environmental and Social Management, and Climate Change.
- GEF Gender Policy, GEF Gender Implementation Strategy, GEF Guidelines on Gender Equality, and GEF Guide to advance Gender Equality in GEF projects and Programs.
- GEF Policy on Environmental and Social Safeguards, GEF Policy and Guidelines on Stakeholder Engagement
- GEF Policies on Monitoring and Evaluation.
- GEF Co-financing Policy and Guidelines.

Appendix 2.

Results framework.

Project strategy	Indicators	Baseline	PIR Level 1 (self-valuation)	Mid-term target	Final target	Mid-term level and valuation	Scope valuation	Valuation justification
Objective: Mainstreaming conservation criteria for four critically endangered species (Darwin's fox, Chilean huemul, Keule and Chilean woodstar) in the management of priority 'development-frontier' territories in the regions of Arica y Parinacota and Biobío.								
Component 1: Raising awareness and capacity building in support of the protection of four endangered species in the regions of Arica y Parinacota and Biobío.								
Outcome 1.1. Strengthened local actors' capacity to implement good forestry and agroforestry practices, mainstreaming habitat conservation for four endangered species (Chilean woodstar, Chilean huemul, Darwin's fox and Keule).	Number of people aware of the importance of the conservation of the four endangered species. Number of people trained on good agroforestry and forestry practices that consider the conservation of the four endangered species.	Isolated conservation and environmental education activities, which provide information on species from an environmental perspective. There is no inter-sectoral coordination. There are no programmes to connect the conservation of the four endangered species with the agroforestry and forestry sector management.		1000 school students, 500 people from selected municipalities . 700 civil servants, 100 male and female farmers from selected municipalities .	2250 school students, 750 people from selected municipalities. 1500 civil servants, 350 farmers from selected municipalities.			
Output 1.1.1. Mechanisms to disseminate updated and permanent information on the status of the four	Mechanisms to disseminate information on the conservation status of the four species:	National Environmental Information System.		4				

Project strategy	Indicators	Baseline	PIR Level 1 (self-valuation)	Mid-term target	Final target	Mid-term level and valuation	Scope valuation	Valuation justification
species, which prompt the commitment of local actors, productive sectors and the State for the conservation of biodiversity at local level.	<ul style="list-style-type: none"> 1. Public Information System 2. Darwin's fox monitoring 3. Chilean huemul monitoring 4. Chilean woodstar website. 	<p>without specific data on the four species.</p> <p>Non-standardised Darwin's fox and Chilean huemul monitoring initiatives.</p> <p>No monitoring of Chilean woodstar.</p>						
Output 1.1.2 Environmental education programmes on the conservation of endangered species for civil servants in charge of agricultural extension, schools and civil society.	<p>Environmental education programme for municipal schools, designed and implemented.</p> <p>Percentage of municipal students in selected communes who have been trained.</p> <p>Environmental education programme for the general population.</p>	MMA has carried out specific and occasional environmental communication activities in schools.		1	60%			
				1				

Project strategy	Indicators	Baseline	PIR Level 1 (self-valuation)	Mid-term target	Final target	Mid-term level and valuation	Scope valuation	Valuation justification				
	# of people participating in the programme (40% women)				3000							
Output 1.1.3. Tools to implement good agricultural, livestock, forestry and tourism practices at community level.	Manuals on good agricultural, chemical use, farm management, livestock, forestry, and tourism practices. # of people trained (40% women).	Current outreach activities have no consideration of biodiversity loss or its impact on the four endangered species.		Six	300							
Component 2: Integrated territorial management based on good agroforestry and forestry practices aimed at the recovery of habitats of four endangered species in the regions of Arica y Parinacota and Biobío.												
Outcome 2.1. Stabilisation of the four endangered species populations by reducing pressure on their habitats resulting from land-use planning and management under biodiversity conservation considerations.	Surface of protected zones of influence under good practices implementation. # specimens from the population of endangered species.	0 ha <table border="1" data-bbox="712 1305 952 1375"> <tr> <td>Darwin's fox</td> <td>50</td> </tr> </table>	Darwin's fox	50		300,000 ha	501,200 ha <table border="1" data-bbox="1283 1305 1496 1375"> <tr> <td>Darwin's fox</td> <td>50</td> </tr> </table>	Darwin's fox	50			
Darwin's fox	50											
Darwin's fox	50											

Project strategy	Indicators	Baseline		PIR Level 1 (self-valuation)	Mid-term target	Final target		Mid-term level and valuation	Scope valuation	Valuation justification
		Chilean huemul	80			Chilean huemul	80			
		Keule	2000			Keule	2000			
		Chilean woodstar	400			Chilean woodstar	400			
Output 2.1.1. Planning tools for managing protected zones of influence through ecological corridors, mainstreaming biodiversity conservation criteria in productive forestry and agroforestry systems.	<p>Proposal for the declaration of the Cordillera de Nahuelbuta Biosphere Reserve with the management plan for its zone of influence.</p> <p>RBNCHLL zone of influence management plan.</p> <p>Proposal for the creation of the Chilean woodstar Micro-reserves Network with a management plan for its zone of influence.</p> <p>Proposals for the creation of a Nature Sanctuary (in the Quebrada de Caramávida and the Santa Gertrudis river basin, in the Cordillera de Nahuelbuta).</p>	<p>Nahuelbuta National Park within the Cordillera de Nahuelbuta, with a small extension (6.832h).</p> <p>RBNCHLL approved without management plan.</p> <p>Properties identified with Chilean woodstar presence, with no conservation status.</p> <p>Within the Cordillera de Nahuelbuta, the following two areas have been identified among productive zones.</p>			<p>1</p> <p>1</p> <p>1</p> <p>2</p>					

Project strategy	Indicators	Baseline	PIR Level 1 (self-valuation)	Mid-term target	Final target	Mid-term level and valuation	Scope valuation	Valuation justification
Output 2.1.2. Good agroforestry, conservation and biodiversity tourism practices implemented by local actors in protected zones of influence, habitats of the four endangered species.	# of best practices that mainstream conservation of the four endangered species and reduce pressure on their habitat. # of farmers implementing good practices (40% women).	0 0			10 300			
Output 2.1.3 Systems for the recognition of good practices that contribute to the conservation of biodiversity.	# of systems for the recognition of good conservation practices of endangered species.	Organic certification. 'Manos Campesinas' seal. 0 mechanisms mainstreaming the conservation of the four species.			2			
Output 2.1.4. . Public-private partnerships that support the implementation of good practices based on recognition systems and	# of public-private agreements signed, one per region.	Participation of NGOs and private enterprise in occasional species conservation activities in some areas.			2			

Project strategy	Indicators	Baseline	PIR Level 1 (self-valuation)	Mid-term target	Final target	Mid-term level and valuation	Scope valuation	Valuation justification
biodiversity conservation.		Poor coordination with government institutions.						
Output 2.1.5. Methodologies implemented and adapted for the conservation of the Darwin's fox on Chiloé Island (Los Lagos Region), Keule in Maule Region, and the Chilean woodstar, in Tarapacá Region.	# of conservation methodologies replicated in three regions.	0			3			
Component 3: Mainstreaming endangered species conservation criteria in public policy instruments and municipal regulatory frameworks in the regions of Arica y Parinacota and the Southern Macrozone								
Outcome 3.1 Mainstreaming conservation criteria for the four endangered species into public policies and regional regulatory frameworks, based on land	# of regional public policies including biodiversity conservation criteria.	Out-of-date conservation plans, which provided initial information on species status. New regulation for the classification of			4 RECOGE plans 5 proposals of municipal ordinances			

Project strategy	Indicators	Baseline	PIR Level 1 (self-valuation)	Mid-term target	Final target	Mid-term level and valuation	Scope valuation	Valuation justification
management experience of Component 2.		wildlife species in place.						
Output 3.1.1. RECOGE plans designed (Darwin's fox and Keule), updated (Chilean huemul and Chilean woodstar) and under implementation.	# RECOGE plans designed and implemented.	0			4			
Output 3.1.2. Five municipal ordinances mainstreaming conservation of endangered species in their territorial management (Progress 20%).	# of designed ordinance proposals.	0			5			
Output 3.1.3. Funding proposals for the conservation of endangered species as part of land management.	# of funding proposals ready for submission to FNDR and other funding mechanisms.	0			4			
Component 4: Results-based management, monitoring, evaluation and dissemination.								

Project strategy	Indicators	Baseline	PIR Level 1 (self-valuation)	Mid-term target	Final target	Mid-term level and valuation	Scope valuation	Valuation justification
Outcome 4.1. Results-based management approach of the implemented Project.	Project outcomes are achieved and demonstrate sustainability.	Project Results Framework with indicators, baseline and targets for project outcomes and outputs validated with key actors.		30-40% progress project outcomes achievement.	Project outcomes achieved and showed sustainability.	Mid-term and final evaluations. IRAEPs		
Output 4.1.1 Monitoring and evaluation (M&E) system that provides constant information on the achievements of project targets, outcomes and outputs.	# Biannual Project Progress (IPP).			3	3			
Output 4.1.2 Mid-term review and final evaluation completed and implementation and sustainability strategies in line with its recommendations.	Mid-term evaluation report. Final evaluation report.			1	1			
Output 4.1.3 Publication of good practices and lessons learned from the project.	Experience systematisation				5 (at least)			

Appendix 3. Rating table for FAO-GEF project evaluations.

GEF - FAO criteria / sub-criteria	Rating ¹¹³	Brief comments ¹¹⁴
A. PROJECT OUTCOMES RATING		
1. Overall quality of project outcomes. ¹¹⁵		
1.1 Relevance.		
1.2 Effectiveness.		
1.3 Efficiency.		
B. PROJECT IMPLEMENTATION AND EXECUTION RATING		
51. Quality of Project Implementation and Adaptive Management (FAO).		
52. Quality of execution (executing agencies).		
C. PROJECT MONITORING AND EVALUATION (M&E) RATING		
53. Overall M&E quality.		
4.1 M&E design.		
4.2 M&E plan implementation.		
D. PROJECT OUTCOMES SUSTAINABILITY		
54. Overall likelihood of sustainability risks.		
5.1 Financial risk.		

¹¹³ See indications for rating scales at the end of the document.

¹¹⁴ Include links to the relevant section/paragraph of the report.

¹¹⁵ Although not mandatory, a results-based valuation may be made if the evaluation or review team considers that this would add further value to the report.

5.2 Socio-political risk.		
5.3 Institutional risk.		
5.4 Environmental risk.		

3.1 Description of valuation criteria.

1. Overall quality of project outcomes.	The overall quality of the project outcomes takes into consideration the overall achievements of the project in comparison to the expected objectives or targets. It is rated according to three criteria: Relevance, Effectiveness and Efficiency.
1.1 Relevance.	According to OECD/DAC: 'Relevance refers to the extent to which the objectives of a development intervention are consistent with the requirements of beneficiaries, country needs, global priorities and partners and donor policies. This criterion includes questions related to project design and preparation.
1.2 Effectiveness.	<p>According to OECD/DAC: 'Effectiveness refers to the extent to which the objectives of the development intervention were achieved or are expected to be achieved, considering their relative importance'. This criterion is also used as an additional measure of (or rating) the merit or value of the activity, the extent to which the intervention achieved, or is expected to achieve, its most important objectives in an efficient and sustainable manner and with a positive impact on the institutional development.</p> <p>The effectiveness analysis includes the evaluation on Capacity Development (according to the dimensions of the FAO capacity development framework: individual, institutional and enabling environment).</p>
1.3 Efficiency.	According to OECD/DAC: 'Efficiency refers to the extent to which resources/inputs (funds, time, etc.) have been economically converted into outcomes.
2. Quality of project implementation.	As defined by the GEF, this criterion includes concept identification and development, detailed proposal development and rating, approval and inception, monitoring, completion and evaluation.

	<p>To assess the performance of the GEF Agency (e.g. FAO), the assessment should determine the extent to which the agency delivered effectively, focused on elements that were under the control of the relevant GEF Agency. The evaluator will assess how well the GEF Agency identified and managed risks.</p> <p>This also includes management agreements with the executing agency or other implementers.</p>
<p>3. Quality of project implementation.</p>	<p>As defined by the GEF, this criterion is to assess the role of the Executing Agency (EA), where the EA is involved in the management and administration of day-to-day project activities under the supervision of the GEF Agency. EAs are responsible for the proper use of funds, procurement and contracting of goods and services to the GEF Agency. To assess the EAs performance, the evaluators will need to determine the extent to which the EA is effectively carrying out its role and responsibilities.</p> <p>This includes visibility, communication and knowledge sharing.</p>
<p>4. Overall M&E Quality (MONITORING AND EVALUATION).</p>	<p>This criterion includes the valuation of the M&E design, implementation and the budget allocated for this purpose.</p> <p>Examples of questions:</p> <p>What are the strengths and weaknesses of the Project's M&E plan and its implementation?</p>
<p>4.1 M&E design (MONITORING AND EVALUATION).</p>	<p>According to the GEF definition, 'Evaluators will assess the quality of the M&E plan'.</p> <p>Examples of questions:</p> <p>Was the M&E plan practical and comprehensive at the time of project approval? Did it include a baseline?</p> <p>Did the M&E specify clear and appropriate objectives or targets, as well as SMART indicators to monitor environmental, socio-economic and gender outcomes; an appropriate methodological approach; practical arrangements for organisation and logistics of M&E activities including data collection timing and responsibilities as well as an adequate budget for M&E activities?</p>

<p>4.2 Overall implementation of the M&E Plan.</p>	<p>The evaluators will assess the implementation process of the M&E plan.</p> <p>Examples of questions:</p> <p>Was the M&E plan implemented as planned?</p> <p>Was the M&E plan reviewed or adjusted in a timely manner, as appropriate?</p> <p>Was systematic information gathered on the indicators identified and for the GEF focal area monitoring tools? Were appropriate methodological approaches used to analyse the data?</p> <p>Were the resources allocated for the M&E plan sufficient?</p> <p>How was M&E information used during project implementation?</p>
<p>5. Overall likelihood of sustainability risks.</p>	<p>Main risks should be identified and explain how they may affect the continuity of benefits after the end of the project. Thus, the sustainability analysis should compare the risks to continuity against the benefits of the project.</p>
<p>5.1 Financial risk.</p>	<p>Examples of questions:</p> <p>Are there any financial risks that could affect the sustainability of the project outcomes?</p> <p>What is the likelihood that financial and economic resources will not be available after GEF assistance ends? (Such resources may come from different sources, such as the public or private sector or from income-generating activities; this also includes trends indicating the likelihood that adequate financial resources will be available in the future to sustain the Project's outcomes).</p>
<p>5.2 Socio-political risk.</p>	<p>Examples of questions:</p> <p>Are there any social or political risks that may affect the sustainability of the project outcomes?</p> <p>What is the risk that stakeholder ownership (including ownership by governments and other key actors) will be insufficient to sustain project outcomes and benefits?</p> <p>To what extent do actors consider that it will be in their own interest for the benefits of the Project to continue?</p>

	Is there enough public or actors' awareness in support of the long-term objectives of the project?
6. Institutional risk	<p>Examples of questions:</p> <p>To what extent do the legal, policy frameworks and governance structures under which the Project operates pose a risk to the sustainability of Project benefits?</p> <p>Are there any systems in place for accountability and transparency, as well as the required technical expertise?</p>
7. Environmental risk	<p>Examples of questions:</p> <p>Are there any environmental risks that may affect the sustainability of the Project's outcomes?</p>

The criteria listed below may contribute to any of the criteria in the valuation table and should be included in the review matrix. These criteria do not require a separate rating in the table.

1. Need to monitor the evaluation findings.
2. Ownership, replicability and catalyst role.
3. Environmental and social safeguards (as appropriate).
4. Gender.
5. Co-financing materialisation (in relation to the co-financing tables available in Appendix 6).
6. Progress towards impact (preferably using the ROTI methodology).¹¹⁶
7. Stakeholder engagement

3.2 Outline of rating criteria

Rating for overall outcomes ¹¹⁷

¹¹⁶ <http://gefieo.org/sites/default/files/ieo/ieo-documents/ops4-m02-roti.pdf>

¹¹⁷ Refer to the instructions provided in Annex 2 of the following document: <https://www.gefieo.org/sites/default/files/ieo/evaluations/files/gef-guidelines-te-fsp-2017.pdf>

Mid-term evaluations or reviews should consider the mid-term objectives or targets set out in the logical framework and work plans when making the overall outcomes rating, if available.

Rating for Effectiveness.

Rating	Description
Highly Satisfactory (HS)	'The level of outcomes achieved exceeds expectations and/or there have been no shortcomings'.
Satisfactory (S)	'The level of outcomes achieved is as expected and/or there have been no or minimal shortcomings'.
Moderately Satisfactory (MS)	'The level of outcomes achieved is more or less as expected and/or the shortcomings have been moderate'.
Moderately Unsatisfactory (MU)	'The level of outcomes achieved is lower than expected and/or there have been significant shortcomings'.
Unsatisfactory (U)	'The level of outcomes achieved is substantially lower than expected and/or there have been major shortcomings'.
Highly unsatisfactory (HU)	'The level of outcomes achieved is insignificant and/or there have been serious shortcomings'.
Impossible to Evaluate (IE)	'The information available does not allow for an evaluation of the level of outcomes achieved'.

Rating for Sustainability

Rating	Description
Likely (L)	There is little or no risk to sustainability.

Moderately likely (ML)	There are moderate risks to sustainability.
Moderately unlikely (MU)	There are significant risks to sustainability.
Unlikely (U)	There are serious risks to sustainability.
Impossible to evaluate (IE)	It is impossible to evaluate the expected impact and magnitude of risks to sustainability.

Rating for Monitoring and Evaluation Design and Implementation.

<i>Rating</i>	<i>Description</i>
Highly Satisfactory (HS)	There have been no shortcomings and the quality of M&E design or implementation exceeds expectations.
Satisfactory (S)	There have been no, or minor shortcomings and the quality of M&E design or implementation meets expectations.
Moderately Satisfactory (MS)	There have been some shortcomings and the quality of M&E design or implementation more or less meets expectations.
Moderately Unsatisfactory (MU)	There have been significant shortcomings and the quality of M&E design or implementation is somewhat below expectations.
Unsatisfactory (U)	There have been major shortcomings and the quality of M&E design or implementation is substantially lower than expected.
Highly unsatisfactory (HU)	There have been major shortcomings in M&E design or implementation.

Impossible to Evaluate (IE)	The information available does not allow for an assessment of the quality of M&E design and implementation.
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Rating for Project Implementation and Execution (to be evaluated separately).

<i>Rating</i>	<i>Description</i>
Highly Satisfactory (HS)	There have been no shortcomings and the quality of implementation or execution exceeds expectations.
Satisfactory (S)	There have been no, or minor shortcomings and the quality of implementation or execution meets expectations.
Moderately Satisfactory (MS)	There were some shortcomings, and the quality of implementation or execution roughly meets expectations.
Moderately Unsatisfactory (MU)	There have been significant shortcomings and the quality of implementation or execution is somewhat below expectations.
Unsatisfactory (U)	There were major shortcomings, and the quality of implementation or execution is substantially lower than expected.
Highly unsatisfactory (HU)	There have been serious shortcomings in the quality of implementation or execution.
Impossible to Evaluate (IE)	The information available does not allow for an evaluation of the quality of implementation or execution.

Summary table.

Measure	MTR rating	Description of the scope
Project strategy.	N/A	
Progress towards outcomes.	Objective: (6 points scale rating)	
	Outcome 1: (6 points scale rating)	
	Outcome 2: (6 points scale rating)	
	Outcome 3: (6 points scale rating)	
	Etc.	
Project implementation and adaptive management.	(6 points scale rating)	
Sustainability.	(4 points scale rating)	

ANNEX 2 Terms of Reference of the consultant team.

Evaluation Team Leader (international consultant).

He/she will work under the supervision of the BH and the GCU programme officer.

Activities to develop:

- Review the problem addressed by the Project and the underlying assumptions. Review the effect of any incorrect assumptions or changes in context on achieving the project outcomes as outlined in the Project Document.
- Review the relevance of the Project strategy and assess whether it provides the most effective route to the expected/foreseen outcomes.
- Review how this Project addresses national priorities. Review the decision-making process.
- Carry out a critical analysis of the indicators and targets in the project logframe, assess how SMART (specific, measurable, achievable, relevant and time-bound) the targets are at mid-term and at the end of the project and make suggestions for specific amendments/revisions of targets and indicators, as necessary.
- Review logframe indicators versus progress towards end-of-Project outcomes.
- Compare and analyse the GEF Tracking Tool with the baseline (applied at the beginning of the Project) with the one completed just before the mid-term evaluation.
- Identify the main barriers to achieving the project objectives.
- Through review of aspects of the project that have been successful, identify options where the project could expand its benefits.
- Review the overall effectiveness of project management as outlined in the project document. Have changes been made? Have they been effective? Are reporting responsibilities clear? Is decision making transparent and timely?
- Review the quality of reports requested by the GEF through the implementing agency (FAO) and recommend areas for improvement.
- Review any delays in project start-up and/or implementation, identify the causes and examine whether these have been resolved.
- Review whether work plans have a results-based approach. If not, suggest ways to redirect planning to focus on outcomes.
- Review the use of the project results framework/logical framework as a management tool and review any changes made since the start of the project.
- Country-driven participation and processes: Are national government counterparts supportive of the project's objectives and do they have an active role in project decision-making that supports efficient and effective project implementation?
- Project management: Has the project developed and leveraged appropriate and necessary direct and tangential partnerships with counterparts?

- For reporting purposes, write a half-page paragraph summarising the project's progress towards its outcomes in terms of its contribution to sustainable development benefits, as well as to global environmental benefits.
- Assess how well changes and adaptive management have been reported by the Project Coordinator and shared with the Steering Committee.
- Assess how well the project team and its partners carry out and complete GEF reporting requirements.
- Assess how lessons from the adaptive management process have been documented, shared with key actors and internalised by partners.

Evaluation Team Professional (national consultant).

Activities to develop:

- Consider the financial management of the project, with specific reference to cost-effective interventions and quality of expenditure. How is the project delivered?
- Review changes in funding as a result of budget revisions and advise on the appropriate relevance of these revisions.
- Report on the project co-financing monitoring table and provide feedback on co-financing: Is co-financing being used strategically to help achieve project objectives? Is the project team meeting with all co-financing partners on a regular basis, with the aim of aligning financial priorities and work plans?
- Internal review of project communication with partners: Is communication regular and effective? Are key partners left out of these communications? Are feedback mechanisms in place? Does this communication with partners contribute to knowledge of project results and activities and investment in the sustainability of project results? To what extent does partner involvement and public awareness contribute towards progress and achievement of project objectives?
- Review of the external communication of the project: Are the established means of communication appropriate to express the progress of the project and aimed at public impact (e.g. a website)? Or has the project implemented adequate public awareness and dissemination campaigns?
- Assess the following risks to the sustainability of the project:
 - Financial risks to sustainability: What is the likelihood that financial and economic resources will not be available after GEF assistance ends (potential resources may come from multiple sources, such as the public and private sectors, revenues-generating activities, and other funds that may be adequate and sufficient financial resources to sustain project outcomes)?
 - Socio-economic risks to project sustainability: Are there social or political risks that may jeopardise the sustainability of project outcomes? What is the risk that the level of partner ownership (including ownership by governments and other key stakeholders) would be insufficient to achieve the project outcomes/benefits to be sustained over time? Do the various key stakeholders see it as in their own interest that project benefits continue to flow? Is there sufficient public/partner awareness that supports the long-term objectives of the project? Are lessons learned documented and shared by the project team on an ongoing basis/ transferred to appropriate partners who can learn from the project and potentially replicate and/or scale up in the future?
 - Institutional and governance risks to project sustainability: Are the political, legal, financial frameworks and governance structures likely to jeopardise the basis for achieving project benefits?

While assessing this parameter, it is necessary to consider whether the necessary systems/mechanisms for accountability, transparency and transfer of technical knowledge are in place.

- Environmental risks to sustainability: Are there any environmental risks that may jeopardise the achievement of project outcomes?

Annex 2. MTR schedule and interviewees agenda.

Tasks	Completion date	Duration	Responsibility
PREPARATION PHASE			
ToR Design.	August 2019	2 weeks.	MMA and PMU.
Call for tender.	August 2019	1 month.	FAO
Selection and recruitment of the evaluation team.	September 2020	3 weeks.	MMA and PMU, in consultation with the GCU.
Preparation of project materials and documentation to make it available to the Review Team.	April-May 2020	1 month.	The BH or MTR manager with the support of PMU.
Organisation of the mid-term review mission.	May 2020	1 week.	The BH or MTR manager with the support of PMU – Review team.
Inception report to be sent to BH, GCU and Evaluation Coordinator at RLC.	June 2020	3 days.	Review team BH, GCU, Evaluations Coordinator.
DATA COLLECTION PHASE			
Data collection.	July-August	Three weeks.	Review team.
Presentation of preliminary findings at FAO Chile (with national counterpart).	25 August	Half day.	Review team.
REPORT DRAFTING AND DISSEMINATION PHASE			
Analysis of information and preparation of the report draft.	August-September	2.5 weeks.	Review team
Draft review/quality control/validation of recommendations and submission of comments to the review team.	September	10 days.	PMU, BH, LTO, GCU and Evaluations Coordinator at RLC.
Analysis of comments (including preparation of comment matrix) and review of the draft report.	September	2 to 3 days.	Review team.
Submission of the draft report to National Counterpart and partners.	October	10 days.	BH shares draft report with Counterpart and key national partners for comments.
Completion of the report and preparation of the matrix with comments and responses.	October	3 days.	Review team.
Distribution of the final report.	October	Second half of October.	BH/PMU
Preparation of the Management Response.	October - November	4 weeks.	BH with PTF and Steering Committee.

INTERVIEWS AGENDA			
Date/Time	Organisation	Interviewees	Platform
Friday 24/07			
11:00-12:00	Regional Project Coordinator.	Paula Arévalo	Skype
13:00-14:00	Regional Project Coordinator.	Fabiola Lara	Teams
17:00-18:00	Indigenous peoples and gender Focal Point.	Carolina Maturana Zúñiga	Skype

Monday 27/07			
10:00-11:00	Former Technical Officer of the GEF-EA Project.	Hivy Ortiz	Teams
11:00-12:00	Professional for Chilean Huemul monitoring, CONAF BíoBío.	Ana Hinojosa	Zoom
12:30-13:30	GEF Project Specialist/Lead Technical Officer.	María Mercedes Proaño	Skype
14:00-15:00	Professional in charge of the environment, Municipality of Cobquecura, Ñuble.	César Águila	Zoom
15:00-16:30	Operations Officer.	Andrea Sáez	Skype
	GEF Project Task Manager.	Leonel Tapia	
16:30-18:00	Head of the Species Conservation Department.	Charif Tala	Teams
	GEF Operational Focal Point.	Miguel Stutzin	Teams
Tuesday 28/07			
10:00-11:00	SAG Arica y Parinacota.	Alfredo Jara/Cristina Peña	Teams
	SERNATUR Arica y Parinacota.	Juan Ignacio Concha Osorio	Teams
12:00-13:00	CONAF Arica y Parinacota.	Esteban Zúñiga Campos	Meet
15:00-16:00	DOMA Consulting Engineer, Municipality of Tomé (Keule).	Cristian Muñoz	Zoom
Wednesday 29/07			
10:00-11:00	NGO AvesChile.	Ilenia Lazzoni	Zoom
11:00-12:00	Universidad de Tarapacá, School of Agronomy.	Pilar Mazuela	Zoom
15:00-16:00	Municipality of Curanilahue, Head of PRODESAL.	Ximena Bello	Zoom
15:00-16:00	Advisor to the Camarones Municipality (Chilean woodstar).	Bosco González	Zoom
Thursday 30/07			
10:00-11:00	Manager of Araucaria Biosphere Reserve – CONAF.	Nemo Ortega	Zoom
13:00-14:00	Director of CONAF Ñuble.	Domingo González	Zoom
14:00-15:00	Director of CONAF BíoBío.	Francisco Pozo Alvarado	Meet
	Head of Protected Areas, CONAF BíoBío.	Alberto Bordeau	

15:00-16:00	Secretary of the Community Environmental Committee of Tomé.	Marcela Aracena	Zoom
16:30-17:30	SEREMI MA BíoBío.	Mario Delannays Araya	Teams
	SEREMI MA BíoBío, Professional of the Natural Resources Department.	Cristián Cornejo	Teams
Friday 31/07			
10:00-11:00	SEREMI MA Maule, Natural Resources Manager.	Luis Opazo	Meet
11:00-12:00	MMA, Former National Director.	Sandra Díaz	Meet
15:00-16:00	Professional of the Department of the Environment. Municipality of Los Alamos.	Marcela Pedraza	Zoom
16:00-17:00	Professional of the Department of the Environment, Municipality of Cañete (Fox).	Mathias Denham	Skype
Monday 03/08			
9:00-10:00	FAO Indigenous Peoples and Gender.	Cecilia Ballesteros	Zoom
11:00-12:00	SERNATUR Ñuble, Director.	Heidi Inostroza	Meet
11:00-12:00	SERNATUR Ñuble, Professional.	Marcela Rodríguez	Meet
14:00-15:00	GORE Ñuble, Undersecretariat of Regional Development.	Pablo San Martín	Zoom
15:00-16:00	SEREMI MA Araucanía, Natural Resources Manager.	Marta Hernández	Zoom
16:00-17:00	Department of the Environment, Municipality of Coihueco.	Fernando Toro	Zoom
Tuesday 04/08			
11:00-12:00	SEREMI MA Ñuble, Natural Resources Manager.	Marta Solís	Teams
12:00-13:00	NGO Dosel.	Manuel Valdés	Zoom
15:00-16:00	Universidad de Concepción, Department of Animal Science.	Óscar Skewes	Zoom
18:00-19:00	GORE BíoBío, Planning and Land Management Department.	Loredana Díaz Bravo	Zoom
18:00-19:00	Bioforest, Forestal Arauco Researcher.	Raúl Briones	Skype
Wednesday 05/08			
10:00-11:00	AUMEN, Director.	Rodrigo López	Zoom
12:00-13:00	INDAP BíoBío, Head of Operations.	Jorge Jorquera	Zoom

15:00-16:00	INDAP, Arica y Parinacota.	Juan Horacio Grant Loyer/Sandra Briones/Cristian Olivares	Teams
Thursday 06/08			
17:00 a 17:30	Treasurer of Fundación Nahuelbuta.	Silvia Concha	WhatsApp
17:00- 17:45	Interview on Chilean woodstar.	Luis Felipe Román	WhatsApp.
Monday 10/08			
10:00-11:00	SAG, BíoBío.	Rosa Orrego	Zoom
11:00-12:00	Association of Tourism Entrepreneurs 'Los Huemules'.	Gabriela Allende/José Saavedra	Zoom
12:00-13:00	Verde tour, General Manager.	Macarena Sperry	Zoom
15:00-15:45	Professional for Keule monitoring Professor at Universidad de Concepción.	Cristián Echeverría	Zoom
16:00-17:00	INDAP, Ñuble.	Valeria Mellado	Zoom
Tuesday 11/08			
10:00-11:00	GEF-EA Project Technical Officer.	Pieter Van Lierop/Bárbara Jarschel	Meet
15:00-16:00	SEREMI MA, Arica y Parinacota	Pablo Bernar Vargas	Teams
16:00-17:00	Municipality of Purén, Professional at UDEL	Cristián Monsalve	Meet
Wednesday 12/08			
10:00-11:00	Director, Fundación Nahuelbuta	Bernardo Reyes	Zoom
11:00- 12:00	Professional for Darwin's Fox monitoring, Professor at Universidad de Concepción.	Darío Moreira	Zoom
Thursday 13/08			
10:15-10:45	Mayor of Camarones (Chilean woodstar).	Iván Romero Menacho	Zoom
15:00- 15:30	Cadastre Unit Manager, Ministry of National Assets.	Rodrigo Calabrán Toro	Zoom
Non-beneficiary researcher			
11:00-11:30		Edgardo Flores	WhatsApp.
12:00-13:00	Chilean Huemul Extension Specialist, FAO.	Carlos Garcés	Zoom
17:30-18:00	Mapuche leader.	Manuel Maribur	WhatsApp.
Monday 17/08			

9:00-10:00	FLO	Hernán González/Lorenzo Campos	Teams
11:00-12:00	MTR Monitoring.	Ina Salas	Skype
Tuesday 04/08			
17:00-18:00	EA Demonstration class with teachers.		Zoom
Thursday 06/08			
10:00- 11:00	Keule Pilot 1	Victoria Inzunza	WhatsApp
12:00- 13:00	Darwin's fox Pilot 1	Giselle Lepillán CMN	WhatsApp
18:00- 18:30	Darwin's fox Pilot 2	Anabel Ramírez	WhatsApp
Friday 07/08			
12:00- 12:45	woodstar Pilot 1	María Eugenia Leyton	Skype
13:00- 13:30	Chilean huemul Pilot 1	Matías Pimentel	WhatsApp
Wednesday 12/08			
17:00-17:30	Chilean woodstar Pilot 2	Fresia Beyzaga	WhatsApp
Interviews and thematic groups by species			
Keule Focus Group			
Interview	Trainee	Rene Ibáñez	WhatsApp
Interview	Trainee	Teresa Peña	Skype
Interview	Trainee	Jorge Silva	WhatsApp
Interview	Trainee	Nicolás Labán	WhatsApp
Chilean Huemul Focus Group			
Group 2 participants	Teacher of Natural Sciences and School Director	Paula Flores / Mauricio Urra	Meet
Interview	Trainee	Jorge Arias	Skype
Questionnaire	Teacher at San Fabián de Alico	Pedro Fuentes	Mail
Darwin's fox Focus Group			
Group 2 participants	Teacher and Environment Manager of the Municipality of Tomé	Nitza Carrillo / Delcy Labrín Contreras	Zoom
Interview	Trainee	Inés Castro	WhatsApp
Interview	Non-beneficiary	Sandra García	Skype
Chilean woodstar Focus Group			
Interview	Trainee	Gladys Zenaya/ René Viza	Skype

Interview	Trainee	Zaida Santos	WhatsApp
Interview	Non-beneficiary	Edy Pavéz	Skype
Interview	Non-beneficiary	Verónica Calle Mamani	WhatsApp

Annex 3: Analysis of actors and list of interviewees.

	Key Actor	Relation to the project	Contribution to the MTR	Expected use of the MTR
Partners engaged in project decision-making. ¹¹⁸				
1	Food and Agriculture Organization of the United Nations (FAO)	Executing and managing agency of the GEF project; oversees and technically guides its development.	As the executing agency of the GEF project, it provides a global and updated vision of the project. It is part of the accompaniment, which makes it possible to monitor progress and barriers. It provides financial information, as it is responsible for the GEF Budget. The Regional Project Coordinators (RPCs) are FAO-MMA staff, providing insight into the project planning, management and operation.	The MTR provides elements to assess, redirect or adjust key aspects for the next phase of the project and to consolidate the sustainability of its outcomes.
2	Ministry of the Environment (MMA)	Implementing partner. It is responsible for the overall management of the project through the Division of Natural Resources and Biodiversity.	It has a key vision of the MTR as it is the main implementing partner of the project; it chairs the Project's National Steering Committee (SC). It is responsible for the design and implementation of RECOGE Plans for the four project species (Component 1) and the environmental education and dissemination activities (Component 3). The National Project Steering Committee is part of the MMA.	The MTR provides elements to assess, redirect or adjust key aspects for the next phase of the project and to consolidate the sustainability of its outcomes.
3	National Forestry Corporation (CONAF)	Implementing partner and co-financier of the project. It manages the protected areas in the project regions. It is a member of the Steering Committee.	Its inclusion in the MTR allows it to obtain documentation and information relevant to the project. Its role is to provide native tree nurseries for the reforestation of the Keule (Component 2), to participate in environmental education activities (Component 3) and to monitor the four endangered species (Component 1).	The MTR provides elements to assess, redirect or adjust key aspects for the next phase of the project and to consolidate the sustainability of its outcomes.

¹¹⁸ There is discrepancy between the actors presented in PRODOC and in the PIR 2020. For this analysis, the actors presented in the PIR were considered as this is the most up to date document. The actors presented in PRODOC are also considered in the evaluation.

4	Livestock and Agricultural Service (SAG)	Implementing partner. Co-financier. SAG is a permanent member of the Project's National Steering Committee (SC) and its regional representatives participate in the regional Technical Committees. It provides staff and technical assistance for the strengthening of good practices.	In addition to the general overview of the project, it provides specific information on the good practices implemented in the project.	The MTR provides elements to assess, redirect or adjust key aspects for the next phase of the project and to consolidate the sustainability of its outcomes.
5	Regional Governments (GORE) of Ñuble and BíoBío	Implementing partner. Their role is to coordinate with the MMA the actions for institutional strengthening, to play a role in the prioritisation of regional regulations and investment projects for the conservation of endangered species. The GORES participate in the implementation of the project.	They assess the relevance of measures and outcomes in terms of regional development priorities. In addition, they are aware of effects on regional policies and funding mechanisms such as FNDR.	The MTR provides elements to assess, redirect or adjust key aspects for the next phase of the project and to consolidate the sustainability of its outcomes.
6	NGOs¹¹⁹: AvesChile, Dosel, Aumen and Fundación Nahuelbuta.	Strategic Partners and co-financiers. They participate in the Regional Committees. Their role is to make their monitoring methodologies available and to support the project outputs with letters of agreement.	They provide insight into the implementation of activities in the project communities.	The MTR provides elements to assess, redirect or adjust key aspects for the next phase of the project and to consolidate the sustainability of its outcomes.
7	Private sector¹²⁰ Corteva (ex Pioneer, DuPont Group ¹²¹), Forestal Arauco and Syngenta	It supports the good practice implementation pilots and dissemination programmes.	It allows to understand the participation of the private sector in the project and their perception of the same.	The MTR provides elements to assess, redirect or adjust key aspects for the next phase of the project and to consolidate the sustainability of its outcomes.
Actors with direct responsibilities in the project.				
8	SEREMI	Regional environmental authority	As representative of the MMA in the regions, it is aware of the local development of the project and its role in the regional environmental initiatives.	The MTR provides elements to assess, redirect or adjust key aspects for the next phase of the project and to consolidate the sustainability of its outcomes.
9	Ministry of National Assets of Chile (MBN)	It facilitates the bailment of public lands that can be converted into areas under some conservation category. Depending on the area, the bailment would be given to the National System of Protected Areas, Municipalities or private	It is the agency in charge of handing over the state land to implement its conservation. However, the MBN is not involved in co-financing the project and does not actively participate in any of the activities.	The MTR provides elements to assess, redirect or adjust key aspects for the next phase of the project and to consolidate the sustainability of its outcomes.

¹¹⁹ According to the PIR 2020, the PRODOC includes the following NGOs: AUMEN, Fundación Keule, Fundación Nahuelbuta, AvesChile.

¹²⁰ According to the PIR 20202, the PRODOC includes Pioneer and Forestal Arauco.

¹²¹ Despite several attempts, an interview with Corteva could not take place. However, by interviewing ANPROS, we believe that ANPROS also represents the opinion of this company.

sector.				
Secondary actors in the project.				
10	National Institute of Agricultural Development (INDAP)	It coordinates with the MMA to finance the good practices of Component 2 through bidding funds from the PRODESAL programme, in order to maintain improvements in agricultural and livestock production systems. Co-developer of the Diploma course.	It allows to know the functioning of Component 2 and the impact of the project on small farmer beneficiaries. It has direct funding responsibility through PRODESAL.	The MTR allows actors to have a sense of ownership and full knowledge of the project's development. Ideally by becoming a key actor in consolidating the sustainability of the project's outcomes.
11	National Tourism Service (SERNATUR)	SERNATUR is a strategic actor in the project as it is in charge of the awareness-raising and information dissemination programme on endangered species. It participates in the regional Technical Committees.	It instructs in how the awareness-raising and information dissemination programme works.	The review provides a broad understanding of the development of the project and how to find or strengthen collaboration.
Local actors who are direct beneficiaries of the project.				
12	Farmers	Smallholders and local communities form the social basis of the direct project beneficiaries. They attend to awareness-raising workshops. They implement good practices for sustainable production.	It allows to know the impact of measures on farm practices and on the awareness of biodiversity conservation. It allows to know the experience of women farmers with the project.	The review provides a broad understanding of the development of the project and how to find or strengthen collaboration.
13	Municipal governments ¹²²: Pelluhue, Cobquecura, Tomé, Penco, Los Álamos, Cañete, Curanilahue, Contulmo, Nacimiento, Santa Juana, Angol, Purén, Renaico, Los Sauces, Lumaco, Carahue, San Fabián, Coihueco, Pinto, Antuco.	They participate in environmental education programmes in schools. Include conservation criteria in municipal regulatory frameworks. The project seeks to strengthen the technical capacity and roles of municipalities.	They provide the vision of the project and its implementation from the local municipalities and communities.	The review provides a broad understanding of the development of the project and how to find or strengthen collaboration.
14	Academia: Universidad de Concepción, Universidad de Biobío, Universidad de	Provides technical team and expertise for the implementation of the project and outputs. Some academics participate in the species sub-committees.	They have a technical view of the actions developed for each species and the dynamics of the Sub-Committees.	The review provides a broad understanding of the development of the project and how to find or strengthen collaboration.

¹²² According to the PIR 2020, the PRODOC Municipalities are: Contulmo, Los Alamos, Curanilahue and Cañete; Antuco, Pinto and San Fabián; Talcahuano, Tomé and Curanipe; and Arica and Camarones.

Tarapacá, Universidad Santo Tomás, Universidad Andrés Bello, Universidad Católica de Temuco or Universidad San Sebastián.			
15 Community associations Agrupación Los Huemules, Las Trancas Pinto.	Aligned in interest, allies of the project. Community group in favour of the Chilean huemul and the environment in general.	It provides a local perspective as well as knowledge of the subject and the region and supports the logistics of project activities.	The review provides a broad understanding of the development of the project and how to find or strengthen collaboration.
16 Primary schools.	Beneficiaries. Teachers and students have participated in the Environmental Education and awareness-raising workshops.	As beneficiaries of the Environmental Education trainings, they help to understand the development and impact of trainings.	The review provides a broad understanding of the development of the project and how to find or strengthen collaboration.
17 Participating indigenous communities.	Within the framework of the project, the surrounding indigenous communities were requested their free, prior and informed consent before the start of operations in the communes of the BíoBío region.	Their perspective will allow us to know if the project has benefited or affected them in any way, as well as to know about their participation and knowledge of the project.	The review provides a broad understanding of the development of the project and how to find or strengthen collaboration.
Local actors who are not beneficiaries of the project			
18 Non-participating farmers.	They do not explicitly participate in or benefit from the project.	Their perspective will allow us to know if the project has benefited or affected them in any way, as well as to know about their opinion and knowledge of the project.	It allows the MTR to have the external but related opinion of actors outside the project in similar conditions and areas.
19 Indigenous communities in the surrounding areas intervened by the project.	Within the framework of the project, the surrounding indigenous communities were requested their free, prior and informed consent before the start of operations in the communes of the BíoBío region.	Their perspective will allow us to know if the project has benefited or affected them in any way, as well as to know about their participation and knowledge of the project.	It allows the MTR to have the external but related opinion of actors outside the project.

List of Interviewees: Key actors.

No.	Name	Surname	Position	Organisation	Region
1	Charif	Tala	Head of the Species Conservation Department. National Project Director.	Ministry of the Environment.	National
2	Miguel	Stutzin	Operational Focal Point for GEF projects in the MMA.	Ministry of the Environment.	National
3	Sandra	Díaz	Former National Project Director.	Ministry of the Environment.	National
4	Pieter	Van Lierop	Technical Officer of the GEF-EA Project.	FAO	National
5	Hivy	Ortíz	Former Technical Officer of the GEF-EA Project.	FAO	National
6	Andrea	Sáez	Operations Officer.	FAO	National
7	María Mercedes	Proaños	GEF Project Specialist/Lead Technical Officer.	FAO	National
8	Hernán	González	ExFunding Liaison Officer (FLO).	FAO	National
9	Lorenzo	Campos	Funding Liaison Officer (FLO).	FAO	National
10	Leonel	Tapia	GEF Project Task Manager	FAO	National
11	Bárbara	Jarschel	International Consultant.	FAO	National
12	Carolina	Maturana Zúniga	Focal point for indigenous peoples and gender.	FAO	National
13	Cecilia	Ballesteros	Indigenous Peoples and Gender, 25% GEF-FAO EA.	FAO	National
14	Paula	Arévalo	Regional Project Coordinator, Arica y Parinacota Region.	GEF Project: FAO-MMA.	Arica y Parinacota.
15	Fabiola	Lara	Regional Project Coordinator, Southern macro zone Region.	GEF Project: FAO-MMA.	Southern Macrozone.
16	Pablo	Bernar Vargas	SEREMI of the Environment.	Regional Secretariat of the Ministry of the Environment (SEREMI MA).	Arica y Parinacota.
17	Esteban	Zúñiga Campos	Wildlife Protected Areas Professional.	National Forestry Corporation (CONAF)	Arica y Parinacota.

18	Juan Ignacio	Concha Osorio	Studies and Environment Unit Manager of Arica y Parinacota.	National Tourism Service (SERNATUR).	Arica y Parinacota.
19	Juan Horacio	Grant Loyer	Regional Director.	National Institute of Agricultural Development (INDAP).	Arica y Parinacota.
20	Sandra	Briones	Technical Assistance Service to farmers.	National Institute of Agricultural Development (INDAP).	Arica y Parinacota.
21	Cristian	Olivares	PRODESAL	National Institute of Agricultural Development (INDAP).	Arica y Parinacota.
22	Rodrigo	Calabrán	Cadastre Manager.	Ministry of National Assets.	Arica y Parinacota.
23	Iván	Romero Menacho	Mayor of Camarones.	Mayor's Office of Camarones.	Arica y Parinacota.
25	Bosco	González	Advisor to the Camarones Municipality.	Municipality of Camarones.	Arica y Parinacota.
26	Pilar	Mazuela	Dean of the School of Agronomy.	Universidad de Tarapacá.	Arica y Parinacota.
27	Luis Felipe	Román	Community manager.	ANPROS	Arica y Parinacota.
28	Ilenia	Lazzoni	Chilean woodstar Coordinator.	NGO AvesChile	Arica y Parinacota.
29	Mario	Delannays Araya	SEREMI of the Environment.	Regional Secretariat of the Ministry of the Environment (SEREMI MA).	Bíobío
30	Cristian	Cornejo	Natural Resources Professional.	SEREMI MA	Bíobío
31	Marta	Solís	Natural Resources Manager.	Regional Secretariat of the Ministry of the Environment (SEREMI MA).	Ñuble
32	Marta	Hernández	Natural Resources Manager.	Regional Secretariat of the Ministry of the Environment (SEREMI MA).	Araucanía
33	Luis	Opazo	Natural Resources Manager.	Regional Secretariat of the Ministry of the Environment (SEREMI MA).	Maule

34	Francisco	Pozo	Regional Director.	National Forestry Corporation (CONAF).	Bíobío
35	Alberto	Bordeau	Head of Protected Areas. CONAF Bíobío Region.	National Forestry Corporation (CONAF).	Bíobío
36	Nemo	Ortega	Manager of the Araucaria Biosphere Reserve.	National Forestry Corporation (CONAF).	Araucanía
37	Christopher	Sepúlveda	Head of the Wildlife Areas Department.	National Forestry Corporation (CONAF).	Ñuble
38	Rosa	Orrego	Wildlife Coordinator.	Livestock and Agricultural Service (SAG) Bíobío.	Bíobío
39	Cristina	Peña	Regional Coordinator for the Environment.	Livestock and Agricultural Service (SAG).	Arica y Parinacota
40	Alfredo	Jara	Renewable Resources Manager.	Livestock and Agricultural Service (SAG).	Arica y Parinacota
41	Marcela	Rodríguez	Development and Environment Manager.	National Tourism Service (SERNATUR).	Ñuble
42	Heidy	Inostroza	Regional Director of SERNATUR.	National Tourism Service (SERNATUR), Ñuble.	Ñuble
43	Valeria	Mellado	Regional Manager for Rural Tourism, Agro-processed foods and Craftwork.	National Institute of Agricultural Development (INDAP).	Ñuble
44	Jorge	Jorquera	Head of Operations.	National Institute of Agricultural Development (INDAP).	Bíobío
45	Loredana	Díaz Bravo	Planning and Land Management Department.	Regional Government (GORE).	Bíobío
46	Pablo	San Martín	Undersecretariat for Regional Development.	Regional Government (GORE).	Ñuble
47	Cristian	Muñoz	DOMA Consulting Engineer.	Municipality of Tomé (Keule).	Bíobío
48	César	Águila	Professional of the Department of the Environment.	Municipality of Cobquecura.	Ñuble
49	Mathias	Denham	Professional of the Department of the Environment.	Municipality of Cañete (Darwin's fox).	Bíobío
50	Marcela	Pedraza	Professional of the Department of the Environment.	Municipality of Los Alamos.	Bíobío
51	Ximena	Bello	Head of PRODESAL. Municipality of Curanilahue.	Municipality of Curanilahue.	Bíobío
52	Cristián	Monsalve	UDEL Professional.	Municipality of Purén.	Araucanía
53	Fernando	Toro	Professional of the Department of the Environment.	Municipality of Coihueco.	Ñuble
54	Oscar	Skewes	Department of Animal Science.	Universidad de Concepción.	Bíobío
55	Raúl	Briones	Researcher	Bioforest, Forestal Arauco.	Ñuble

56	Rodrigo	López	Director	AUMEN	Aysén
57	José	Saavedra	Cabañas Pilahue	Association of Tourism Entrepreneurs 'Los Huemules'.	Ñuble
58	Gabriela	Allende	Cabañas Pilahue	Cabañas Pilahue, huemul.	Ñuble
59	Macarena	Sperry	General Manager	Verde tour	Biobío
60	Manuel	Valdés	Biologist	NGO Dosel	Ñuble
61	Bernardo	Reyes	Director	Fundación Nahuelbuta.	Bíobío
62	Silvia	Concha	Treasurer of Fundación Nahuelbuta, Grupo Ecológico ALTUÉ.	Fundación Nahuelbuta.	Bíobío
63	Edgardo	Flores	Forestry Technician.	Neighbour	Bíobío
64	Ana	Hinojosa	Professional for Chilean huemul monitoring.	CONAF Bíobío	Bíobío
65	Cristián	Echeverría	Professional for Keule monitoring.	Professor at Universidad de Concepción.	Bíobío
66	Darío	Moreira	Professional for Darwin's fox monitoring.	Professor at Universidad de Concepción. School of Natural Sciences	Bíobío
67	Carlos	Garcés	Chilean huemul Extension Specialist.	GEF Project: FAO-MMA	Southern macro zone
68	Marcela	Aracena	Secretary of the Community Environmental Committee.	Municipality of Tomé.	Southern macro zone.
69	Manuel	Maribur	Indigenous leader	Mapuche community.	Southern macro zone.

List of interviewees: beneficiaries and neighbours.

No.	Name	Surname	Pilot/species	Region
1	Inés	Castro	Darwin's fox trainings, neighbour.	Southern macro zone (Bíobío and Ñuble).
2	Jorge	Silva	Keule trainings, neighbour.	Southern macro zone (Bíobío and Ñuble).
3	Nicolás	Labán	Keule trainings, neighbour.	Southern macro zone (Bíobío and Ñuble).
4	Teresa	Peña	Keule trainings, neighbour.	Southern macro zone (Bíobío and Ñuble).
5	René	Ibáñez	Keule trainings, neighbour.	Southern macro zone (Bíobío and Ñuble).
6	Zaida	Santos	Chilean woodstar trainings, neighbour.	Northern Zone (Arica y Parinacota).

7	Gladis	Zenaya	Chilean woodstar trainings, neighbour.	Northern Zone (Arica y Parinacota).
8	René	Viza	Chilean woodstar trainings, neighbour	Northern Zone (Arica y Parinacota).
9	Jorge	Arias	Trainings, civil servant.	Southern macro zone (Bíobío and Ñuble).
10	Pedro	Fuentes	Trainings, Teacher of San Fabián de Alico.	Southern macro zone (Bíobío and Ñuble).
11	Verónica	Calles	Non-beneficiary, neighbour.	Northern Zone (Arica y Parinacota).
12	Edy	Pavés	Non-beneficiary, neighbour.	Northern Zone (Arica y Parinacota).
13	Sandra	García	Non-beneficiary, neighbour.	Southern macro zone (Bíobío and Ñuble).

Participants focus group.

No.	Name	Surname	Activity by species	Topic
1	Paula	Flores	Chilean huemul focus group.	Training on PEA.
2	Mauricio	Urra	Chilean huemul focus group.	Training on PEA.
3	Nitza	Carrillo	Darwin's fox focus group.	Training on PEA.
4	Delcy	Labrín	Darwin's fox focus group.	Training on PEA.

Virtual visits with pilot beneficiaries.

No.	Name	Surname	Pilot/species	Zone
1	Victoria	Inzuna	Keule Pilot.	Southern macro zone (Bíobío and Ñuble).
2	María Eugenia	Leyton	Chilean woodstar Pilot.	Northern Zone (Arica y Parinacota).
3	Fresia	Beyzaga	Chilean woodstar Pilot.	Northern Zone (Arica y Parinacota).
4	Gicelle	Lepillán	Darwin's fox Pilot.	Southern macro zone (Bíobío and Ñuble).
5	Anabel	Ramírez	Darwin's fox Pilot.	Southern macro zone (Bíobío and Ñuble).
6	Matías	Pimentel	Chilean huemul Pilot	Southern macro zone (Bíobío and Ñuble).

Annex 4: MTR Matrix.

Evaluation questions	Indicators	Sources	Methodology
1. Strategic relevance			
Question 1. To what extent have the project design, outputs and strategies been consistent with addressing national priorities and local, national, sub-regional and regional environmental and development policies?	<ul style="list-style-type: none"> - Level of consistency of the design, strategies and actions with national, sub-regional and local environmental and development policies. - Perception of key actors. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinion of key actors. 	Document review, interviews with key actors.
Question 2. Has the project been coherent with the GEF-FAO strategic priorities and objectives and other ongoing interventions on capacity building for mainstreaming conservation and valuation of critically endangered species and ecosystems? Is it aligned with the objectives of the 2030 Agenda?	<ul style="list-style-type: none"> - Alignment with GEF and FAO strategic plans and management frameworks at regional and global level. - Alignment with public policies related to capacity strengthening management for mainstreaming conservation and valuation of critically endangered species and ecosystems in development- frontier production landscapes. - Alignment with the 2030 Agenda. - Perception of key actors. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinion of key actors. 	Document review and interviews with key actors.
Question 3. Do the project strategies respond to the needs of beneficiaries? Were the needs of non-beneficiaries in areas surrounding the pilots addressed?	<ul style="list-style-type: none"> - Perception of beneficiaries. - Perception of non-beneficiaries. 	<ul style="list-style-type: none"> - Opinion of beneficiaries. 	Focus groups with beneficiaries.

<p>Question 4. Have there been any changes in the relevance of the project since its formulation, such as the adoption of new policies, plans or programmes that affect the relevance of the project's objectives and goals in the country? Given the new context after the social unrest and COVID 19 pandemic, is it necessary to make any changes to make the project more relevant?</p>	<ul style="list-style-type: none"> - Number and type of changes made. - Evidence of need for changes. - Perception of key actors and beneficiaries. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors and beneficiaries. 	<p>Document review and interviews with key actors and focus groups with beneficiaries.</p>
<p>2. Efficacy - progress towards results</p>			
<p>Question 5. What intended or unintended outcomes has the project achieved at the time of the MTR, and how do they contribute to the achievement of the project objectives? What adjustments are needed to ensure outcomes in the second phase of the project, including the new social and health security context?</p>	<ul style="list-style-type: none"> - Level of achievement of the project's outputs, mid-term outcomes, environmental and development objectives. - Evidence of unwanted outcomes. - Evidence of need for adjustments. - Perception of key actors and beneficiaries. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors and beneficiaries. 	<p>Document review, interviews with key actors, focus groups with beneficiaries, survey and videos of pilots.</p>

<p>Question 6. Have the pilots, institutional arrangements, processes and technical and operational procedures contributed to or hindered the achievement of the project's outcomes and objectives? Do all partners continue to work on the project? If not, why not continuing? How has the project been coordinated nationally and regionally?</p>	<ul style="list-style-type: none"> - Level of contribution to the achievement of project outcomes and objectives. - Current number of institutions or partners involved. - Perception of key actors and beneficiaries. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors and beneficiaries. 	<p>Document review, interviews with key actors, focus groups with beneficiaries, survey and videos of pilots.</p>
<p>Question 7. Is there adequate capacity to ensure compliance with the outcomes at the end of the project as well as the likelihood of medium- and long-term impacts? Do the project outcomes to date suggest that the overall environmental targets and objective will be achieved?</p>	<ul style="list-style-type: none"> - Evidence on capacity development. - Level of targets achievement and overall environmental objective of the project - Perception of key actors and beneficiaries. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors and beneficiaries. 	<p>Document review, interviews with key actors, focus groups with beneficiaries, survey and videos of pilots.</p>

<p>Question 8. Are there any barriers or other risks that may prevent progress and the achievement of the project's long-term objectives? Were mitigation measures implemented to address the risks? What can be done to further the achievement of positive project impacts, and to what extent can progress towards long-term impacts be credited to the project?</p>	<ul style="list-style-type: none"> - Mitigation actions. - Strategies, initiatives to boost and/or increase visibility. - Level of project responsibility regarding long-term impacts. - Perception of key actors and beneficiaries. 	<ul style="list-style-type: none"> - Strategic documents, project reports, progress reports, websites and social media. - Opinions of key actors and beneficiaries. 	<p>Document review, website and social media visits, interviews with key actors, focus groups with beneficiaries, survey and videos of pilots.</p>
<p>3. Efficiency</p>			
<p>Question 9. To what extent has the project maximised resources through converting inputs (funds, staff, expertise, equipment, etc.) into outcomes at the lowest possible cost and in the shortest possible time?</p>	<ul style="list-style-type: none"> - Level of budget execution: resources/time. - Level of adaptation to contextual conditions. - Perception of key actors and beneficiaries. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors and beneficiaries. 	<p>Document review and interviews with key actors and focus groups with beneficiaries.</p>
<p>Question 10. Has the availability of financial resources for the implementation of the project's actions, activities, initiatives and/or interventions been sufficient or have more resources been required?</p>	<ul style="list-style-type: none"> - Reallocations of budget items. - Perception of key actors. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors. 	<p>Document review and interviews with key actors.</p>

<p>Question 11. Is the ratio of project committed resources versus programmed activities within the accepted margins? Are there any delays in the fulfilment of the outputs? What are the causes of these delays? Were there any delays in the provision of resources?</p>	<ul style="list-style-type: none"> - Resources committed/programmed activities. - Budgeted/incurred costs - Deadline extensions due to delays in project implementation. - Perception of key actors. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors. 	<p>Document review and interviews with key actors.</p>
<p>Question 12. Have resources been managed efficiently and transparently in the management of contracts and letters of agreement?</p>	<ul style="list-style-type: none"> - Transparent budget management actions. - Perception of key actors and beneficiaries. 	<ul style="list-style-type: none"> - Strategic documents, project reports, progress reports and websites. - Opinions of key actors and beneficiaries. 	<p>Document review, website visits, interviews with key actors, focus groups with beneficiaries.</p>
<p>Question 13. To what extent did the project build on existing agreements, initiatives, data sources, synergies and complementarities with other projects and partnerships, etc., and avoid duplication of similar activities by other groups and initiatives?</p>	<ul style="list-style-type: none"> - Agreements to leverage synergies, alliances and partnerships. - Lines of complementary actions. - Perception of key actors and beneficiaries. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors and beneficiaries. 	<p>Document review and interviews with key actors and focus groups with beneficiaries.</p>
<p>4. Factors affecting progress.</p>			

<p>Question 14. Design: Did the project design serve to generate project outcomes? Is the causal logic of the project coherent and clear? To what extent are the project objectives and components clear, workable and feasible in good time?</p>	<ul style="list-style-type: none"> - Level of appropriateness of the project design. - Level of consistency of the causal logic of the project. - Feasibility of deadlines for meeting objectives. - Perception of key actors and beneficiaries. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors and beneficiaries. 	<p>Document review and interviews with key actors and focus groups with beneficiaries.</p>
<p>Question 15. To what extent did the implementing agency fulfil its roles and responsibilities regarding project management? What were the main challenges in relation to project management and governance?</p>	<ul style="list-style-type: none"> - Level of fulfilment of responsibilities and executing agency performance. - Evidence of challenges and shortcomings in project management. - Perception of key actors. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors. 	<p>Document review and interviews with key actors.</p>
<p>Question 16. Financial management and co-financing: What have been the challenges with regard to the financial management of the project? To what extent has the promised co-financing been provided? Has additional co-financing been provided since implementation? Have all partners made the committed contributions?</p>	<ul style="list-style-type: none"> - Resources committed/provided. - Evidence of challenges and shortcomings in the project financial management. - Responsiveness to solve financial management problems. - Perception of key actors. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors. 	<p>Document review and interviews with key actors.</p>

<p>Question 17. To what extent has FAO provided supervision, guidance and support (technical, administrative and operational) during identification, formulation, approval, initiation and implementation? Was that support provided in a timely manner?</p>	<ul style="list-style-type: none"> - Number of technical, administrative and operational consultancies from FAO. - Perception of key actors. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors. 	<p>Document review and interviews with key actors.</p>
<p>Question 18. To what extent have relevant stakeholders, such as national and regional government institutions, civil society organisations, non-governmental organisations, academia, local and indigenous communities and the private sector been involved in project formulation and implementation, and what are the mechanisms of participation? Are there any groups opposing the project?</p>	<ul style="list-style-type: none"> - Number of government institutions, civil society organisations, companies, local communities and indigenous groups that have participated in the formulation and implementation of the project. - Mechanisms for participation. - Evidence of groups or populations against the project. - Perception of key actors and beneficiaries. 	<ul style="list-style-type: none"> - Strategic documents, project reports, progress reports and social media. - Opinions of key actors and beneficiaries. 	<p>Document review, social media visits, interviews with key actors and focus groups with beneficiaries.</p>

<p>Question 19. How effective has the project been in communicating and promoting its key messages and outcomes to partners, stakeholders and the general public? Is there a strategy towards partners, stakeholders and a general audience? How can this be improved?</p>	<ul style="list-style-type: none"> - Communication strategy among partners. - Educational campaigns, awareness-raising plans and social media. - Perception of key actors and beneficiaries. 	<ul style="list-style-type: none"> - Strategic documents, project reports and awareness-raising material, websites and social media. - Opinions of key actors and beneficiaries. 	<p>Document review, website and social media visits, interviews with key actors and focus groups with beneficiaries.</p>
<p>Question 20. Has the M&E plan been practical and sufficient? Has the information been gathered systematically, using appropriate methodologies? To what extent has the information generated by the M&E system during project implementation been used to adapt and improve project planning and implementation, achieve outcomes and ensure sustainability? Are there gender-disaggregated targets and indicators? How can the M&E system be improved?</p>	<ul style="list-style-type: none"> - Evidence of an M&E system and plan. - Systematisation of information with appropriate targets and indicators. - Level of adequacy of monitoring mechanisms for operational and management decision-making. - Level of data disaggregation. - Perception of key actors. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors. 	<p>Document review and interviews with key actors.</p>
<p>5. Sustainability of project outcomes.</p>			

<p>Question 21: How sustainable are the outcomes achieved to date at the environmental, social, institutional and financial levels? Are there any clear strategies to foster their continuity?</p>	<ul style="list-style-type: none"> - Plans for institutionalising outcomes. - Strategies to ensure continuity. - Perception of key actors and beneficiaries. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors and beneficiaries. 	<p>Document review, interviews with key actors, focus groups with beneficiaries and videos of pilots.</p>
<p>Question 22. Are there any risks affecting the potential achievements of the project at the financial, socio-economic, institutional, governance and environmental levels?</p>	<ul style="list-style-type: none"> - Evidence of financial, socio-economic, institutional and governmental and environmental risks. - Perception of key actors and beneficiaries. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors and beneficiaries. 	<p>Document review and interviews with key actors and focus groups with beneficiaries.</p>
<p>Question 23. What project outcomes, lessons and experiences generated by the project have been replicated in other regions or are likely to be replicated before the end of the project?</p>	<ul style="list-style-type: none"> - Evidence of project replication. - Awareness-raising strategies and plans for outcomes socialisation. - Perception of key actors and beneficiaries. 	<ul style="list-style-type: none"> - Strategic documents, project reports, progress reports and websites. - Opinions of key actors and beneficiaries. 	<p>Document review, website visits, interviews with key actors, focus groups with beneficiaries, survey and videos of pilots.</p>

<p>Question 24. Are government institutions aware of the needs and willing to follow up on the outcomes of the project? Is there willingness and commitment from national, regional and local authorities to share information and experiences? Is there appropriation and/or replication of good practices among local actors?</p>	<ul style="list-style-type: none"> - Evidence of government institutions willingness. - Number of participating government institutions. - Level of commitment of authorities at national, regional and local level. - Perception of key actors. 	<ul style="list-style-type: none"> - Strategic documents, project reports, progress reports, letters of interest or commitment, websites. - Opinions of key actors. 	<p>Document review, website visits, interviews with key actors.</p>
<p>Question 25. Is there a fundraising strategy to ensure the continuity of the project?</p>	<ul style="list-style-type: none"> - Strategies to act as a catalyst for additional resources. - Perception of key actors. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors. 	<p>. Document review and interviews with key actors.</p>
<p>6. Cross-cutting issues - Equity (e.g. gender, young people, vulnerable groups) and socio-environmental safeguards.</p>			

<p>Question 26. To what extent have gender equity principles been promoted during project design and implementation? Has the project made any contribution to gender equity? Is it contributing to the empowerment of young people, minority groups and local people?</p>	<ul style="list-style-type: none"> - Gender mainstreaming from the design. - Level of women's participation. - Number of women participating in the project. - Level of participation of young people, minority groups and local communities. - Perception of key actors and officials. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors and beneficiaries. 	<p>Document review, interviews with key actors, focus groups with beneficiaries and videos of pilots.</p>
<p>Question 27. To what extent have the rights of indigenous peoples been respected and promoted in the design, decision-making and implementation of the project? Were indigenous communities informed and consent solicited? Has the project made any contribution to securing the rights of indigenous peoples?</p>	<ul style="list-style-type: none"> - Mainstreaming indigenous peoples from the design. - Level of indigenous peoples' participation. - Level of indigenous communities' consent. - Perception of key actors and officials. 	<ul style="list-style-type: none"> - Strategic documents, project reports, progress reports and declaration of informed consent. - Opinions of key actors and beneficiaries. 	<p>Document review, interviews with key actors, focus groups with beneficiaries and videos of pilots.</p>

<p>Question 28. To what extent have the environmental and social concerns been mainstreamed into the project design??</p>	<ul style="list-style-type: none"> - Development of plans and strategies to address environmental and social concerns from the design. - Perception of key actors and officials. 	<ul style="list-style-type: none"> - Strategic documents, project reports and progress reports. - Opinions of key actors and beneficiaries. 	<p>Document review, interviews with key actors, focus groups with beneficiaries and videos of pilots.</p>
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Annex 5. Guiding questions for the review.

I. Relevance

Question 1. To what extent have the project design, outputs and strategies been consistent with addressing national priorities and local, national, sub-regional and regional environmental and development policies?

Question 2. Has the project been coherent with the GEF-FAO strategic priorities and objectives and other ongoing interventions on capacity building for mainstreaming conservation and valuation of critically endangered species and ecosystems? Is it aligned with the objectives of the 2030 Agenda?

Question 3. Do the project strategies respond to the needs of beneficiaries? Were the needs of non-beneficiaries in areas surrounding the pilots addressed?

Question 4. Have there been any changes in the relevance of the project since its formulation, such as the adoption of new policies, plans or programmes that affect the relevance of the project's objectives and goals in the country? Given the new context after the social unrest and COVID 19 pandemic, is it necessary to make any changes to make the project more relevant?

II. Efficacy

Question 5. What intended or unintended outcomes has the project achieved at the time of the MTR, and how do they contribute to the achievement of the project objectives? What adjustments are needed to ensure outcomes in the second phase of the project, including the new social and health security context?

Question 6. Have the pilots, institutional arrangements, processes and technical and operational procedures contributed to or hindered the achievement of the project's outcomes and objectives?

Question 7. Is there adequate capacity to ensure compliance with the outcomes at the end of the project as well as the likelihood of medium- and long-term impacts? Do the project outcomes to date suggest that the overall environmental targets and objective will be achieved?

Question 8. What can be done to further the achievement of positive project impacts, and to what extent can progress towards long-term impacts be credited to the project?

III. Efficiency

Question 9. To what extent has the project maximised resources through converting inputs (funds, staff, expertise, equipment, etc.) into outcomes at the lowest possible cost and in the shortest possible time?

Question 10. Has the availability of financial resources for the implementation of the project's actions, activities, initiatives and/or interventions been sufficient or have more resources been required?

Question 11. Is the ratio of project committed resources versus programmed activities within the accepted margins? Are there any delays in the fulfilment of the outputs? What are the causes of these delays? Were there any delays in the provision of resources?

Question 12. Have resources been managed efficiently and transparently in the management of contracts and letters of agreement?

Question 13. To what extent did the project build on existing agreements, initiatives, data sources, synergies and complementarities with other projects and partnerships, etc., and avoid duplication of similar activities by other groups and initiatives?

IV. Factors affecting project progress

Question 14. Design: Did the project design serve to generate project outcomes? Is the causal logic of the project coherent and clear? To what extent are the project objectives and components clear, workable and feasible in good time?

Question 15. Project implementation and management: To what extent did the implementing agency fulfil its roles and responsibilities regarding project management? What were the main challenges in relation to project management and governance? Are there any barriers or other risks that may prevent

progress and the achievement of the project's long-term objectives? Were mitigation measures implemented to address the risks?

Question 16. Financial management and co-financing: What have been the challenges with regard to the financial management of the project? To what extent has the promised co-financing been provided? Has additional co-financing been provided since implementation? Have all partners made the committed contributions?

Question 17. Project supervision, implementation: To what extent has FAO provided supervision, guidance and support (technical, administrative and operational) during identification, formulation, approval, initiation and implementation? Was that support provided in a timely manner?

Question 18. Partners' engagement: To what extent have relevant stakeholders, such as national and regional government institutions, civil society organisations, non-governmental organisations, academia, local and indigenous communities and the private sector been involved in project formulation and implementation, and what are the mechanisms of participation? Do all partners continue to work on the project? If not, why not? How has the project been coordinated nationally and regionally? Are there any groups opposing the project?

Question 19. Knowledge management and communication: How effective has the project been in communicating and promoting its key messages and outcomes to partners, stakeholders and the general public? Is there a strategy towards partners, stakeholders and a general audience? How can this be improved?

Question 20. M&E system: Has the M&E plan been practical and sufficient? Has the information been gathered systematically, using appropriate methodologies? To what extent has the information generated by the M&E system during project implementation been used to adapt and improve project planning and implementation, achieve outcomes and ensure sustainability? Are there gender-disaggregated targets and indicators? How can the M&E system be improved?

V. Sustainability

Question 21: How sustainable are the outcomes achieved to date at the environmental, social, institutional and financial levels? Are there any clear strategies to foster their continuity?

Question 22: Are there any risks affecting the potential achievements of the project at the financial, socio-economic, institutional, governance and environmental levels?

What project outcomes, lessons and experiences generated by the project have been replicated in other regions or are likely to be replicated before the end of the project?

Question 24. Are government institutions aware of the needs and willing to follow up on the outcomes of the project? Is there willingness and commitment from national, regional and local authorities to share information and experiences? Is there appropriation and/or replication of good practices among local actors?

Question 25. Is there a fundraising strategy to ensure the continuity of the project?

VI. Crosscutting Dimensions

Question 26. To what extent have gender equity principles been promoted during project design and implementation? Has the project made any contribution to gender equity? Is it contributing to the empowerment of young people, minority groups and local people?

Question 27. To what extent have the rights of indigenous peoples been respected and promoted in the design, decision-making and implementation of the project? Were indigenous communities informed and consent solicited? Has the project made any contribution to securing the rights of indigenous peoples?

Question 28. To what extent have the environmental and social concerns been mainstreamed into the project design?

For each criterion, the questions and sub-questions will be answered using quantitative and qualitative

indicators by means of documentary review, key actors interviews, focus groups, surveys, walk-throughs or pilot samples, and expression of children's perceptions of each species.

Annex 6: Online Survey Form and Results.

General objective: to measure the level of knowledge, attitudes and practices of the beneficiaries by means of a short questionnaire with open and closed questions in order to see if the workshop or training has contributed to a better performance and outcome of the activities implemented throughout the project.

The following is an example of a form sent by email to participants of workshops and trainings on the Chilean woodstar. (One form was sent for each species).



Encuesta de evaluación del taller o capacitación sobre conservación del Picaflor de Arica

Nos gustaría conocer su opinión sobre el taller o capacitación realizado por el Ministerio de Medio Ambiente y la FAO para la conservación del Picaflor de Arica en el cual Ud. ha participado. (Si participó en más de uno opine sobre el de mayor duración)

Su opinión es muy valiosa para nosotras ya que en este momento estamos realizando la Revisión de Medio Término del "Proyecto GEF Especies Amenazadas" entre las que se encuentra el Picaflor de Arica.

Esta encuesta dura apenas unos pocos minutos y las opiniones serán tratadas en forma totalmente confidencial.

Le agradeceríamos responder antes del 12 de agosto de 2020.

Saludos.

Evaladoras Externas: Gladis Demarchi y Maya Moure

Por cualquier duda consultar al: +56979623804

Dirección de correo electrónico *

Dirección de correo electrónico válida

Nombre del taller o capacitación *

Tu respuesta

Objetivo del taller o capacitación *

Tu respuesta

Picaflor de Arica



Contenido del taller o capacitación *

	Completamente en desacuerdo	En desacuerdo	Neutral	De acuerdo	Completamente de acuerdo	No sabe
Los objetivos de aprendizaje fueron claros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
El contenido del taller o capacitación estuvo organizado y bien planificado	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
La carga de trabajo del taller o capacitación fue apropiada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
El taller o capacitación se organizó de modo que todos los alumnos/as participaran de forma plena	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hubo balance entre la entrega de conocimientos teóricos y prácticos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Contribución a la adquisición de habilidades *

	Bajo	Suficiente	Satisfactorio	Alto	Excelente	No sabe
Nivel de habilidades o conocimientos al inicio del taller o capacitación	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nivel de habilidades o conocimientos al final del taller o capacitación	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nivel de habilidades o conocimientos necesario para completar el taller o capacitación	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

¿Cuánto contribuyó el taller o capacitación a una mejora de su desempeño personal? *

- Mucho
- Poco
- Nada
- No sabe

¿Qué aspectos del taller o capacitación le resultaron más útiles o valiosos para la aplicación práctica? Describa en pocas palabras. *

Tu respuesta _____

¿Pudo aplicar los conocimientos o habilidades en beneficio de su comunidad? *

Sí

No

¿De qué manera pudo aplicar lo aprendido en el taller o capacitación en su comunidad?

Tu respuesta _____

¿Cómo mejoraría Ud. el taller o capacitación?

Tu respuesta _____

Nivel de satisfacción con el taller o capacitación *

	1	2	3	4	5	
Muy insatisfecho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Muy satisfecho

1	Especie	Marca temporal	Nombre del taller o capacitación	Objetivo del taller o capacitación
2	Queule	01-08-2020 11:52	Santuario de la naturaleza y piloto de buenas practicas para la conservación del Queule	Creación de una figura de conservación mediante la conservación de 30 hectareas destinado a la protección y estudio del queule
3	Queule	07-08-2020 10:03	Conservación de especies nativas o Plantación especies nativas	Recuperar especies nativas por medio de plantaciones y tener conocimiento de la existencia del Queule en la 8ª región
4	Queule	13-08-2020 2:19	Proyecto GEF Especies Amenazadas " queule"	proveer de educación ambiental a cierto grupo interesado en la conservación del queule Establecer acciones para la implementación de un programa de educación ambiental sobre la especie del
5	Queule	13-08-2020 9:40	PEA Queule. Conservación de Especies Amenazadas	Queule.
6	Queule	13-08-2020 11:08	Capacitación en viverización de Queule - Jueves 12 de Septiembre	Conocer la forma en que se está trabajando en las distintas técnicas de viverización del Queule.
7	Huemul	05-08-2020 19:30	Curso monitores del huemul	Aprender técnicas de monitoreo, y su compartamiento.
8	Huemul	05-08-2020 19:42	Monitores del huemul	Forma monitores locales en pro de la conservación del huemul Ser monitor de huemul para así poder contribuir en futuros monitores de la especie y poner en practica las habilidades enseñadas
9	Huemul	05-08-2020 22:54	Monitor de huemul	Conocer el estado de conservación del Huemul
10	Huemul	05-08-2020 22:59	"Diálogos del Huemul: Estado actual y desafíos para su conservación en Chile central"	Buscaba entregar información a personas ligadas a la actividad de turismo o guarda parques sobre el Huemul en la zona de Ñuble y Bio Bio, en donde se abordó el estado de su conservación.
11	Huemul	06-08-2020 12:21	Monitor de Huemul	Actualizar los avances e informar sobre plan Recoge
12	Huemul	11-08-2020 21:01	Taller sobre conservación del Huemul	Aprender sobre los productos dañinos para las especies de la zona y conocer más sobre las especies de Colibrí que existen en Arica y como una mala manipulación de químicos daña a la flora y por sobre todo fauna de nuestra región.
13	Picaflor de A	26-07-2020 13:42	Charla Agroecología (viernes 14 febrero 2020)	IDENTIFICACIÓN DEL PICAFLOR DE ARICA: BIOLOGÍA Y ECOLOGÍA
14	Picaflor de A	27-07-2020 16:31	CONOCIENDO AL PICAFLOR DE ARICA	conociendo al picaflor de Arica" biología y ecología
15	Picaflor de A	27-07-2020 22:49	Programa de educación ambiental picaflor de Arica	Propagación de la flora
16	Picaflor de A	05-08-2020 20:27	Propagación de flora pertenecientes al Ciclo de vida del picaflor de Arica	Conservación del Picaflor de Arica
17	Picaflor de A	10-08-2020 11:14	Conservación del Picaflor de Arica	

1	Especie	Los objetivos de aprendizaje fueron claros	El contenido del taller o capacitación estuvo organizado y bien planificado	La carga de trabajo del taller o capacitación fue apropiada
2	Queule	Completamente de acuerdo	Completamente de acuerdo	Completamente de acuerdo
3	Queule	Completamente en desacuerdo	Completamente en desacuerdo	Completamente en desacuerdo
4	Queule	De acuerdo	De acuerdo	Completamente de acuerdo
5	Queule	De acuerdo	Completamente de acuerdo	Completamente de acuerdo
6	Queule	Completamente de acuerdo	Completamente de acuerdo	Completamente de acuerdo
7	Huemul	Completamente de acuerdo	Completamente de acuerdo	De acuerdo
8	Huemul	Completamente de acuerdo	Completamente de acuerdo	De acuerdo
9	Huemul	Completamente de acuerdo	Completamente de acuerdo	Completamente de acuerdo
10	Huemul	De acuerdo	Completamente de acuerdo	Completamente de acuerdo
11	Huemul	Completamente de acuerdo	Completamente de acuerdo	Completamente de acuerdo
12	Huemul	Completamente de acuerdo	Completamente de acuerdo	De acuerdo
13	Picaflor de A	Completamente de acuerdo	Completamente de acuerdo	Completamente de acuerdo
14	Picaflor de A	Completamente de acuerdo	Completamente de acuerdo	Completamente de acuerdo
15	Picaflor de A	Completamente de acuerdo	Completamente de acuerdo	Completamente de acuerdo
16	Picaflor de A	Completamente de acuerdo	Completamente de acuerdo	Completamente de acuerdo
17	Picaflor de A	De acuerdo	De acuerdo	Completamente de acuerdo

1	Especie	El taller o capacitación se organizó de modo que todos los alumnos/as participaran de forma plena	Hubo balance entre la entrega de conocimientos teóricos y prácticos	Nivel de habilidades o conocimientos al inicio del taller o ca
2	Queule	Completamente de acuerdo	Completamente de acuerdo	Satisfactorio
3	Queule	Completamente en desacuerdo	Completamente en desacuerdo	Excelente
4	Queule	De acuerdo	De acuerdo	Alto
5	Queule	Completamente de acuerdo	Completamente de acuerdo	Bajo
6	Queule	Completamente de acuerdo	Completamente de acuerdo	Bajo
7	Huemul	Completamente de acuerdo	Completamente de acuerdo	Alto
8	Huemul	Completamente de acuerdo	Completamente de acuerdo	Excelente
9	Huemul	Completamente de acuerdo	Completamente de acuerdo	Bajo
10	Huemul	De acuerdo	De acuerdo	Bajo
11	Huemul	Completamente de acuerdo	Completamente de acuerdo	Satisfactorio
12	Huemul	De acuerdo	De acuerdo	Alto
13	Picaflor de A	Neutral	Neutral	Satisfactorio
14	Picaflor de A	Completamente de acuerdo	Completamente de acuerdo	Excelente
15	Picaflor de A	Completamente de acuerdo	Completamente de acuerdo	Suficiente
16	Picaflor de A	Completamente de acuerdo	Completamente de acuerdo	Alto
17	Picaflor de A	Completamente de acuerdo	De acuerdo	Alto

1	Especie	Nivel de habilidades o conocimientos al final del taller o capacitación	Nivel de habilidades o conocimientos necesario para completar el taller o capacitación	¿Cuánto contribuyó el taller o capacitación a una mejora de su desempeño?
2	Queule	Alto	Suficiente	Mucho
3	Queule	Excelente	Excelente	Mucho
4	Queule	Excelente	Satisfactorio	Poco
5	Queule	Alto	Satisfactorio	Mucho
6	Queule	Suficiente	Suficiente	Mucho
7	Huemul	Excelente	Excelente	Mucho
8	Huemul	Excelente	Excelente	Mucho
9	Huemul	Excelente	Excelente	Mucho
10	Huemul	Alto	Satisfactorio	Mucho
11	Huemul	Excelente	Alto	Mucho
12	Huemul	Alto	Alto	Mucho
13	Picaflor de Arica	Satisfactorio	Satisfactorio	Mucho
14	Picaflor de Arica	Excelente	Excelente	Mucho
15	Picaflor de Arica	Alto	Excelente	Mucho
16	Picaflor de Arica	Alto	Alto	Mucho
17	Picaflor de Arica	Excelente	Excelente	Mucho

1	Especie	¿Qué aspectos del taller o capacitación le resultaron más útiles o valiosos para la aplicación práctica?	¿Pudo aplicar los conocimientos o habilidades en beneficio de su comunidad?	¿De qué manera pudo aplicar lo aprendido en el taller o capacitación en su comunidad?
2	Queule	apoyo y coordinación multi sectorial	Si	Desarrollando una iniciativa que permite incorporar la conservación y valorización de la biodiversidad en sistemas productivos para la restauración del paisaje forestal
3	Queule	Conocimiento de la existencia del Queule y aprender a plantar especies nativas	No	no se me ha dado la instancia para poder replicar lo aprendido, pero tengo en mente aplicar un poco de educación ambiental en mi junta vecinal.
4	Queule	concientizar la conservación del quele a partir de la educación ambiental por parte de la participación ciudadana.	No	Aún no hemos terminado el taller, por lo tanto la implementación en la comunidad no la hemos experimentado.
5	Queule	La entrega de información sobre el Queule y el trabajo realizado para crear talleres.	Si	En la viverización de algunas plantas en mi comuna
6	Queule	Conocer las diferentes experiencias que se compartieron con los participantes del taller.	Si	Trabajo en terreno y en charlas de educación ambiental
7	Huemul	Comportamiento y hábitat del huemul	Si	En pequeños talleres, grupos de organizaciones locales y En un trabajo como guardaparques (aunque fue en otra región) y
8	Huemul	Excelentes talleristas- cercano- excelente terreno práctico- excelente lugar-	Si	En mi comunidad, amistades y clientes
9	Huemul	Práctica en terreno	Si	Por el estado de situación actual
10	Huemul	Conocer, ver y saber que es posible el rescate y la conservación del Huemul	No	Soy guía de turismo aventura, trabajo con grupos realizando actividades en espacios naturales, siempre se están abordando temas como el no dejar rastro y especies amenazadas en la zona y la importancia de la conservación de ellas.
11	Huemul	Toda la información fue relevante para ampliar conocimientos. La salida de terreno en busca de huellas en instalaciones de cámaras trampa en lo personal me gusto mucho.	Si	No lo hemos podido realizar aún por situación COVID 19
12	Huemul	Experiencias concretas practicadas en terreno en cuanto a monitoreo	No	De manera personal, tratamos de ayudar a los colibríes que llegan a nuestro jardín.
13	Picaflor de Arica	Conocer más sobre las especies de picaflor de nuestra región, además de saber que nuestros productos que son naturales del valle también son sometidos a químicos que pueden ser dañinos para nuestra salud, como el zapallo italiano, por ejemplo.	Si	Como estamos trabajando con los objetivos priorizados del MINEDUC, ha sido difícil poder incluir lo aprendido, puesto que el énfasis ha sido Lenguaje y Comunicación.
14	Picaflor de Arica	La retroalimentación, donde se puede compartir con otros colegas para intercambiar ideas y opiniones.	No	Creando conciencia sobre esta especie en la comunidad educativa, incorporando el contenido en las asignaturas de Ciencias de manera transversal entre toda la comunidad educativa, difundiendo información por medio de videos y pancartas.
15	Picaflor de Arica	El poder identificar y distinguir las especies de picafloras presentes en la región así como su biología.	Si	
16	Picaflor de Arica	Propagación de la flora dentro de establecimiento educativo	Si	
17	Picaflor de Arica	PROPAGACIÓN DE LAS MAQUETAS. PUES SON MUY EXPLICATIVAS	Si	CON LA COMUNIDAD QUE TRABAJAMOS. ADEMÁS DE CONFORMAR LA RUTA DEL PICAFLOR

1	Especie	¿Cómo mejoraría Ud. el taller o capacitación?	Nivel de satisfacción con el taller o capacitación
2	Queule	Creo que es fundamental incorporar en esta instancia el financiamiento para las capacitaciones	5
3	Queule	Realizarlos con mas continuidad	5
4	Queule	ampliar el rango de recepción	4
5	Queule	Realizando la capacitación de forma presencial, pero lamentablemente por la pandemia re-	5
6	Queule	El espacio donde se realizo la charla fue muy chico.	5
7	Huemul	Mas horas de terreno en hábitat del huemul	5
8	Huemul	Me parece muy bien cómo está, pero solo por complementar agregaría talleres de fauna y flora	5
9	Huemul	Estaba todo bien organizado así que nada que cambiar	5
10	Huemul	no mejorar, sino trabajar el tema de manera mas permanente en todos los ámbitos de la vida	4
11	Huemul	Más días de terreno, en donde los participantes pueden vivir lo que es una prospección en terreno	5
12	Huemul	Me parece bien su planteamiento	5
13	Picaflor de Arica	Enfocarse más en explicar cómo evitar consumir frutas y verduras que puedan ser dañinas (o)	4
14	Picaflor de Arica	Solo el horario, quizás en jornadas durante las mañanas.	5
15	Picaflor de Arica	Incorporando actividades virtuales utilizando recursos tecnológicos para mayor interacción	5
16	Picaflor de Arica		5
17	Picaflor de Arica	CON MAYOR TIEMPO DE OBSERVACIÓN DEL PICAFLOR EN TERRENO	5

Annex 7: List of Documents.

- Andrés Jacques Coper, Exposición sobre Reserva de la Biósfera para la Cordillera de Nahuelbuta (Conservación del Zorro de Darwin) para la Alcaldía de la Comuna de Nacimiento, 2019.
 - CONAF de Región de Biobío y Ñuble, Plan de Recuperación, Conservación y Gestión del Huemul (*Hippocamelus bisulcus*) en Los Nevados de Chillón, 2019.
 - Charlotte Urra Pérez, Modelos de distribución de la especie *Eulidia yarrellii* en relación con su competidor (*Thaumastura cora*), Región de Arica y Parinacota, Memoria para optar al título de Geógrafa en la Universidad de Chile, 2018
 - FAO – GEF, Documento del Proyecto (PRODOC) "Incorporación de la Conservación y valoración de especies y ecosistemas críticamente amenazados en paisajes productivos de frontera de desarrollo en las regiones de Arica y Parinacota y del Biobío Código del Proyecto, GCP/CHI/033/GFF, versión en español, 2016.
 - FAO – GEF, Mainstreaming conservation and appraisal of critically endangered species and ecosystems in development-frontier production landscapes in the regions of Arica y Parinacota and Biobío, Project Symbol: GCP/CHI/033/GFF, 2016.
 - FAO-GEF, Project Mid-Term Review Report Outline, FAO – GEF, 2019.
 - FAO – GEF, Informe Semestral de Progreso de Proyecto, 1 de enero de 2018 al 20 junio 2018.
 - FAO – GEF, Informe Semestral de Progreso de Proyecto, FAO – GEF, 21 de junio de 2018 al 20 diciembre 2018.
 - FAO, GEF, Informe Semestral de Progreso de Proyecto, FAO – GEF, 1 de julio al 30 de diciembre de 2019.
 - FAO- GEF, Tabla de Cofinanciamiento, actualizada al 30 de junio 2020.
 - FAO – GEF, Tabla de Gasto presupuestado vs. Gasto materializado, al 30 de junio de 2020.
 - FAO, GEF, Project Implementation Review, 1 de julio 2018 a 30 de junio 2019.
 - FAO, GEF, Project Implementation Review, 1 de julio 2019 a 30 de junio 2020.
 - FAO, Guías para Informes Inicial y Final para Revisión de Medio Término de Proyectos FAO-GEF, 2019.
 - FAO-GEF Project Mid-Term Review Report Outline, FAO, 2019.
 - GEF, Formulario de Idea de Proyecto (PIF), 2013.
 - GEF, 2019, GEF Tracking Tools IAS, FAO, 2020.
 - MMA – FAO-GEF, ToR of MTR of the 'Mainstreaming Conservation and Valuation of Critically Endangered Species and Ecosystems in Development-frontier Production Landscapes in the regions of Arica y Parinacota and Biobío' project, GCP/CHI/033/GFF - GEF ID 5429, 2020.
 - Presentations of Activity Reports 2018-2019, made by the Regional Coordinators to the Technical Steering Committee, 2019.
 - FAO website Endangered Species: <http://dev.soloweb1.cl/fao/>
 - FAO website, Diplomado en Biodiversidad y Producción Sostenible: Conservación y Enfoque Territorial en Núcleo de Capacitación en Políticas Públicas, 2020: <http://www.fao.org/in-action/capacitacion-politicas-publicas/cursos/ver/es/c/1278322/>
 - MMA website, Aprobación del Consejo de Ministros de tres Planes de Recuperación, Conservación y Gestión de Especies, 2020, <https://mma.gob.cl/consejo-de-ministros-aprueba-tres-planes-de-recuperacion-conservacion-y-gestion-de-especies/>
 - MMA website, SINIA platform: <https://sinia.mma.gob.cl/>
 - MMA website, GEF Projects: <https://mma.gob.cl/gef/>
 - IUCN website, Proposed Management Plan for the Biological Corridor Nevados de Chillán - Laguna del Laja Biosphere Reserve: https://www.iucn.org/sites/dev/files/content/documents/2017/4_presentacion_gore_biobio_pablo_san_martin.pdf
- Photographs and videos sent by beneficiaries and neighbours of demonstrative pilots:
- https://drive.google.com/drive/folders/158yagaaL4Df1m_t9777H-zZRWwpTaL-Z

Annex 8: Progress matrix towards outcomes.

Project strategy	Indicator	Baseline	Level of the 1st PIR by 30 June 2019	Mid-term targets	End-of-project target	Level and mid-term evaluation (colour-coded red, yellow or green) ¹²³	Achievement rating	Rating justification
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¹²³ According to GEF Scale: Highly Satisfactory and Satisfactory (green); Moderately Satisfactory and Moderately Unsatisfactory (yellow); Unsatisfactory and Highly Unsatisfactory (red).

<p>Objectives:</p> <p>Overall objective Help change behaviours in the private productive sector, facilitate institutional coordination to include biodiversity values in public policies and promote the effective implementation of environmentally friendly regulations.</p> <p>Development objective: Mainstreaming conservation criteria for four critically endangered species (Darwin's fox, Chilean huemul, Keule and Chilean woodstar) into the management of priority "development-frontier" territories in the Arica y Parinacota and Bío Bío regions.</p>						<p>Expected to be achieved</p>	<p>MS Moderately Satisfactory</p>	<p>The four species were successfully brought to the fore as a unifying element of actors for conservation-oriented production. Progress towards the environmental objective: partly assured with RECOGE plans. It would be necessary to secure the habitat for the conservation of the four species and greater emphasis on the project and long-term public policies support to change production systems.</p>
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Component 1: Raising awareness and capacity building in support of the protection of four endangered species in the regions of Arica y Parinacota and Biobío.								
Outcomes	Indicator	Baseline	Level of the 1st PIR by 30 June 2019	Mid-term targets	End-of-project target	Level and mid-term evaluation (colour-coded red, yellow or green)	Achievement rating	Rating justification
Outcome 1.1. Strengthened local actors' capacity to implement good forestry and agroforestry practices, mainstreaming habitat conservation for four endangered species (Chilean woodstar, Chilean huemul, Darwin's fox and Keule).	Indicator 1: Number of people made aware of the importance of the conservation of the four endangered species.	Isolated conservation and environmental education activities, that provide information on species from an environmental perspective. There is no inter-sectoral coordination.	1,400 students from Arica y Biobío (teachers and students). 34 primary school students trained in native flora propagation.	1,000 school students.	2,250 school students.	Expected to be achieved	MS Moderately Satisfactory	- 1,301 students.
	Indicator 2: Number of people trained to implement good agroforestry and forestry practices that consider the conservation of	There are no programmes connecting the conservation of the four endangered	1,500 people from 6 municipalities in Arica y Biobío.	700 civil servants.	1,500 civil servants.			- 2,477 people from selected municipalities. - 341 municipality officials. - 532 farmers (50.2% are women)

¹²⁴There is a difference between the final target as stated on page 42 of the PRODOC in Spanish: 2,250 school students and 1,250 people from selected municipalities and the final target stated in the Results Matrix on page 85 of the same PRODOC and the PIR 2020.

	the four endangered species.	species with agroforestry and forestry sector management.		100 farmers from selected municipalities	350 farmers from selected municipalities			<ul style="list-style-type: none"> - A broad and far-reaching awareness-raising strategy. - Diploma course. - The lessons learned from the pilots need to be synthesised and good practices need to be installed in INDAP.
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Component 2: Integrated territorial management based on good agroforestry and forestry practices aimed at the recovery of habitats of four endangered species in the regions of Arica y Parinacota and Biobío.

Outcomes	Indicator	Baseline	Level of the 1st PIR by 30 June 2019	Mid-term targets	End-of-project target	Level and mid-term evaluation (colour-coded red, yellow or green)	Achievement rating	Rating justification

<p>Outcome 2.1. Stabilisation of the four endangered species populations by reducing pressure on their habitats resulting from land-use planning and management under biodiversity conservation considerations.</p>	<p>Indicator 1: Zones of influence of protected areas under good practice implementation.</p>	<p>0 ha</p>	<p>- Darwin's fox in the proposed Nahuelbuta Biosphere Reserve considers: 553,943 ha Including 12 communities of: Santa Juana, Nacimiento, Curanilahue, Cañete, Los Álamos, Contulmo, Renaico, Angol and Los Sauces. - Caramávida Sanctuary: 20.000 ha - El Natri estate: 283 ha - Contulmo: 92 ha - Chilean huemul: 11.600 ha in two pilots in RBNCHLL.</p>	<p>300,000 ha¹²⁵</p>	<p>501,200 ha¹²⁶</p>	<p>Not expected to be achieved</p>	<p>Unsatisfactory</p>	<p>Protected area: - Management Plan of Nevados de Chillán Biosphere Reserve, designed and approved. - Proposal of Nahuelbuta Biosphere Reserve under elaboration. A serious and participatory consultation process with leaders and communities, commitment from CONAF and forestry companies would be required. - Quebrada de Caramávida technical committee set up and paused. - El Natri State Nature Sanctuary in Contulmo being created. The total hectares committed are still to be achieved, with 96,473 ha. covered / 300,000 ha half covered. - Pilots: 21 good practice pilots for the four species. - Species population: there was no updated baseline at the outset. The stability of the population should be ensured. Current technology and monitoring protocols (in the case of Darwin's fox and Chilean huemul), with camera traps, would only allow us to know presence or absence in certain sites, but not whether the population has been</p>
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¹²⁵ The results matrix of the Spanish PRODOC includes a mid-term target of 300,000 ha, while the English PRODOC does not mention a mid-term target.

¹²⁶In the PIF 300,000 ha. in micro-reserve corridors, Nevados de Chillan and Cordillera de Nahuelbuta and 300,000 ha. with good practice certification.

According to page 45 of PRODOC in Spanish, the final target is 501,200 ha (300,000 ha in the Cordillera de Nahuelbuta; 1,200 ha in micro-reserves in the Region of Arica y Parinacota; and 200,000 ha in RBNCHLL. While PRODOC in English only mentions a final target of 501,200 ha. under indirect management plan and 10% of the total area of direct intervention in pilots (50,120 ha.).

	<p>Indicator 2: Number of individuals of endangered species.</p>	<p>Darwin's fox: 50. Chilean huemul: 80. Keule: 2,000. Chilean woodstar: 400.</p>	<p>30-40% progress.</p>		<p>Darwin's fox: 50. Chilean huemul: 80. Keule: 2,000. Chilean woodstar: 400.</p>			<p>maintained, reduced or increased.</p> <p>- Certification by seals: this is a longer process as INDAP only recognises individual products and does not include good conservation practices recognition in its statutes.</p>
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Component 3: Mainstreaming endangered species conservation criteria in public policy instruments and municipal regulatory frameworks in the regions of Bío Bío and Arica y Parinacota.

Outcomes	Indicator	Baseline	Level of the 1st PIR by 30 June 2019	Mid-term targets	End-of-project target	Level and mid-term evaluation (colour-coded red, yellow or green)	Achievement rating	Rating justification
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<p>Outcome 3.1. Mainstreaming conservation criteria for the four endangered species into public policies and regional regulatory frameworks, based on land management experience of Component 2.</p>	<p>Number of regional public policies that refer to biodiversity conservation criteria.</p>	<p>Outdated conservation plans, which provided initial information on species status. New regulations for the classification of wildlife species in place.</p>	<p>RECOGE plan for Chilean huemul to be approved in July 2019. RECOGE Plan for Darwin's fox was being reviewed by experts. A draft version of RECOGE Plan for Keule to be sent to the Committee. RECOGE Plan for the Chilean woodstar: updated and for final review by the MMA. Development of criteria for Biodiversity Conservation Policy in Biobío.</p>		<p>4 RECOGE Plans. 5 proposals for municipal ordinances</p>	<p>Expected to be achieved</p>	<p>MU Moderately Unsatisfactory</p>	<p>RECOGE plans for Chilean huemul and Chilean woodstar are more developed while those for Darwin's fox and Keule are lagging behind. PLADECO and PLADATUR are being worked with the Municipality of Camarones and ordinances are worked in Arica. No work is being done yet in the Southern macrozone because it is required to call for bids and citizen participation. There is no clear long-term strategy and funding: two proposals for Regional Funds are put forward, one in Arica and one in Biobío.</p>
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Component 4: Results-based management, monitoring, evaluation and dissemination.								
Outcomes 4.	Indicator	Baseline	Level of the 1st PIR by 30 June 2019	Mid-term targets	End-of-project target	Level and mid-term evaluation (colour-coded red, yellow or green)	Achievement rating	Rating justification

<p>Outcome 4.1. Results-based management approach of the implemented Project.</p>	<p>Project outcomes are achieved and prove sustainability.</p>	<p>Project Results Framework with indicators, baseline and targets for project outcomes and outputs validated with key actors.</p>	<p>30-40% progress.</p>	<p>30-40% progress in achieving the project outcomes.</p>	<p>Project outcomes are achieved and prove sustainability.</p>	<p>Expected to be achieved</p>	<p>MS Moderately Satisfactory</p>	<p>Results-based management is scattered as much effort is focused on the achievement of activities.</p>
<p>Outputs of Outcome 1.1</p>	<p>Indicator</p>	<p>Baseline</p>	<p>Level of the 1st PIR (self-declared) by 30 June 2019</p>	<p>Mid-term targets</p>	<p>End-of-project target</p>	<p>Level of the 2nd PIR by 30 June 2020</p>	<p>Achievement rating</p>	<p>Rating justification</p>

<p>Output 1.1.1. Mechanisms to disseminate updated and permanent information on the status of the four species, which prompted the commitment of local actors, productive sectors and the State, for the conservations of biodiversity at local level.</p>	<p>Mechanisms for disseminating information on the conservation estate of the four species:</p> <ol style="list-style-type: none"> 1. Public Information System. 2. Darwin's fox monitoring. 3. Chilean huemul monitoring. 4. Website on the Chilean woodstar. 	<p>National Environmental Information System without specific data on the four species. Darwin's fox and Chilean huemul monitoring initiatives are not standardised. No Chilean woodstar monitoring.</p>	<p>15%</p>	<p>4</p>	<p>--</p>	<p>40%</p>	<p>Not applicable.</p>	<p>Not applicable.</p>
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<p>Output 1.1.2. Environmental education programmes on the conservation of endangered species for civil servants in charge of agricultural extension, schools and civil society.</p>	<p>Environmental education programme for municipal schools designed and implemented. Percentage of municipal students trained in selected communes. Environmental education programme for the general population. # of people participating in the programme (40% women).</p>	<p>MMA has carried out occasional environmental communication activities in schools.</p>	<p>30%</p>	<p>1</p>	<p>60%</p>	<p>70%</p>	<p>Not applicable.</p>	<p>Not applicable.</p>
				<p>1</p>	<p>3000</p>			

<p>Output 1.1.3. Tools to implement good agricultural, livestock, forestry and tourism practices at community level.</p>	<p>Manuals of good agricultural practices, use of chemicals; farm, livestock, forestry and tourism management. # of people trained (40% are women).</p>	<p>Current extension activities have no considered biodiversity loss or its impact on the four endangered species.</p>	<p>15%</p>	<p>6</p>	<p>300</p>	<p>40%</p>	<p>Not applicable.</p>	<p>Not applicable.</p>
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Outputs of Outcome 2.1.	Indicator	Baseline	Level of the 1st PIR (self-declared) by 30 June 2019	Mid-term targets	End-of-project target	Level of the 2nd PIR by 30 June 2020	Achievement rating	Rating justification

Output 2.1.1. Planning tools for managing protected zones of influence through ecological corridors, mainstreaming biodiversity conservation criteria in productive forestry and agroforestry systems.	Proposal for the declaration of the Cordillera de Nahuelbuta Biosphere Reserve with the management plan for its zone of influence.	Nahuelbuta National Park located in the Cordillera de Nahuelbuta, with a small extension (6.832ha).	50%		1	40%	Not applicable.	Not applicable.
	Management plan for the zone of influence of the RBNCHLL.	RBNCHLL approved without management plan.			1			
	Proposal for the creation of the Chilean woodstar micro-reserves Network with a management plan for its zone of influence.	Properties with presence of Chilean woodstar, without any state of conservation are identified.			1			
	Proposals for the creation of a Nature Sanctuary (in Quebrada de Caramávida and the Santa Gertrudis river basin in the Cordillera de Nahuelbuta).	Within the Cordillera de Nahuelbuta, these two spaces have been identified among productive zones.			2			

<p>Output 2.1.2. Good agroforestry, conservation and biodiversity tourism practices implemented by local actors in protected zones of influence, habitats of the four endangered species</p>	<p>Number of good practices that include conservation of the four endangered species and reduce pressure on their habitat.</p> <p>Number of farmers implementing good practices (40% women).</p>	<p>0</p> <p>0</p>	<p>10%</p>		<p>10</p> <p>300</p>	<p>50%</p>	<p>Not applicable.</p>	<p>Not applicable.</p>
<p>Output 2.1.3 Systems for the recognition of good practices that contribute to the conservation of biodiversity.</p>	<p>Number of recognition systems of good endangered species conservation practices.</p>	<p>Organic certification of 'Manos Campesinas' Seal or mechanisms mainstreaming conservation of the four species.</p>	<p>40%</p>		<p>2</p>	<p>20%</p>	<p>Not applicable.</p>	<p>Not applicable.</p>

<p>Output 2.1.4. Public-private partnerships that support the implementation of good practices based on recognition systems and biodiversity conservation.</p>	<p>Number of public-private agreements signed, one per region.</p>	<p>Participation of NGOs and private companies in some species conservation activities. Little coordination with Government institutions.</p>	<p>60%</p>		<p>2</p>	<p>70%</p>	<p>Not applicable.</p>	<p>Not applicable.</p>
<p>Output 2.1.5. Methodologies implemented and adapted for the conservation of the Darwin's fox on Chiloé Island (Los Lagos Region), Keule in Maule Region, and the Chilean woodstar, in Tarapacá Region.</p>	<p>Number of conservation methodologies replicated in three regions.</p>	<p>0</p>	<p>40%</p>		<p>3</p>	<p>40%</p>	<p>Not applicable.</p>	<p>Not applicable.</p>

Outputs of Outcome 3.1	Indicator	Baseline	Level of the 1st PIR (self-declared) by 30 June 2019	Mid-term targets	End-of-project targets	Level of the 2nd PIR by 30 June 2020	Achievement rating	Rating justification
Output 3.1.1 RECOGE plans designed (Darwin's fox and Keule), updated (Chilean huemul and Chilean woodstar) and under implementation.	Number of RECOGE plans designed and under implementation.	0	70%		4	50%	Not applicable.	Not applicable.
Output 3.1.2 Five municipal ordinances mainstreaming conservation of endangered species in their territorial management.	Number of ordinance proposals designed.	0	0%		5	20%	Not applicable.	Not applicable.
Output 3.1.3 Funding proposals for the conservation of endangered species as part of land management.	Number of funding proposals ready for submission to FNDR and other funding mechanisms.	0	5%		4	30%	Not applicable.	Not applicable.

Outputs of Outcome 4.1	Indicator	Baseline	Level of the 1st PIR (self-declared) by 30 June 2019	Mid-term targets	End-of-project targets	Level of the 2nd PIR by 30 June 2020	Achievement rating	Rating justification
Output 4.1.1 Monitoring and evaluation (M&E) system that provides constant information on the achievements of project targets, outcomes and outputs.	Biannual Project Progress Number (PPR)	Project Results Framework with indicators, baseline and targets of project outcomes and outputs validated with key actors.	33%	3	3	50%	Not applicable.	Not applicable.
Output 4.1.2 Mid-term review and final evaluation completed and implementation and sustainability strategies in line with its recommendations.	Mid-term evaluation report and Final evaluation report.		0%	1	1	40%	Not applicable.	Not applicable.

Output 4.1.3 Publication of good practices and lessons learned from the project.	Systematisation of experiences.		0%		At least 5.	10%	Not applicable.	Not applicable.
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Annex 9. Co-financing Table

Co-financing sources	Name of co-financier	Amount confirmed by the Executive Director's approval		Amount materialised according to PIR of 30 June 2019		Amount materialised according to PIR of 30 June 2020 ¹²⁷		Total materialised by co-financier
		In cash	In-kind	In cash	In-kind	In cash	In-kind	
National Government	MMA	USD358,070	USD1,282,851	USD48,734	USD69,117			USD117,851
National Government	CONAF		USD1,623,447		USD800,000	USD15,800		USD815,800
National Government	SAG	USD30,000	USD170,319	USD7,359	USD7,103			USD14,462
NGO	AUMEN	USD61,400	USD160,000	USD4,533	USD2,200			USD6,733

¹²⁷ A review of the PIR and the table of expenses shared by the Project Team with the MTR was carried out, but due to the discrepancies identified, after consulting with the financial area of the project, it was suggested to use only the information from the PIRs.

NGO	KEULE ¹²⁸	USD3,000	USD25,000					0
NGO	Ética Los Bosques	USD24,000	USD277,000	USD5,000	USD4,315			USD9,315
NGO	AvesChile	USD1,047,636	USD403,636		USD88,000	USD63,362		USD151,362
Private Company	Forestal Arauco		USD397,242		USD50,000			USD50,000
Private Company	CORTEVA (ex-Pioneer)		USD416,010		USD5,200	USD7,920		USD13,120
Private Company	ANPROS					USD1,177		USD1,177
Private Company	SYNGENTA					USD2,437		USD2,437
GEF Agency	FAO	USD31,000	USD300,000	USD15,000	USD150,000			USD165,000
		USD1,555,106	USD5,055,505	USD80,626	USD1,175,935	USD90,696		USD1,347,257
		Sub-total.....USD6,610,611		Sub-totalUSD1,256,561 ¹²⁹		Sub-total..... USD90,696		

¹²⁸ This organisation is no longer involved in the project, as explained in other sections of this report.

¹²⁹ There is a difference in total cash plus in-kind of USD11,048 compared to the total declared in the 2019 PIR.

Annex 10. Table and rating system for the GEF criteria.

Table and rating system of the GEF criteria

GEF criteria/sub-criteria	Rating ¹³⁰	BRIEF REMARKS
A. STRATEGIC RELEVANCE		
A1. Overall strategic relevance.	HS→HU	S: Aligned with 2030 Agenda (4, 12, 15 and 17) and partners' agendas.
A1.1. Alignment with GEF and FAO strategic priorities.	HS→HU	HS: Aligned with the Global Environment Facility and FAO.
A1.2. Relevance to national, regional and global priorities and needs of beneficiaries.	HS→HU	S: The project is relevant for the actors involved, but there is a lack of better alignment with the needs of the territories.
A1.3. Complementarity with other ongoing interventions.	HS→HU	MS: There was synergy with interventions in regions; there is a lack of better use of complementary initiatives: GEF, WWF, UNDP, UNEP projects.
B. EFFECTIVENESS		
B1. Overall evaluation of project outcomes.	HS→HU	MU: To some extent, the level of outcomes achieved is lower than expected or there have been significant shortcomings in terms of hectares committed, lack of clarity of stability for the populations of the four species, unfeasible process certification and more results-based management is required.
B1.1 Delivery of project outputs.	HS→HU	MS: There are delays in the following outputs: good practice manuals, number of hectares committed, methodologies to ensure the stability of the four species, certification by seals, municipal ordinances, proposals for regional funds and in the systematisation of good practices. (In the RECOGE and Hectare Plans there is a setback in the level of achievement declared in the 2019 PIR).
B1.2 Progress in project outcomes and objectives.	HS→HU	MS: The four species were successfully brought to the fore as a unifying element of actors for conservation-oriented production.

¹³⁰ According to GEF criteria rating table (2017c).

		<p>Progress towards the environmental objective: partly secured with RECOGE plans for 10-12 years.</p> <p>There is a need to secure habitat for the conservation of the four species and more long-term public policy support to change production systems.</p>
- Outcome 1:	HS→HU	<p>MS: Broad awareness-raising strategy with extensive coverage and a great number of people trained.</p> <p>It is necessary to systematise the lessons learned from the pilots and to ensure that good practices remain within the territory.</p>
- Outcome 2:	HS→HU	<p>U: The committed amount of 300,000 hectares in the Cordillera de Nahuelbuta and micro-reserves are still to be covered.</p> <p>There is no clarity to guarantee the stability of the population in corridors, as current monitoring technology and protocols will only provide information on presence or absence of individuals in specific sites, but not on whether the population has been maintained, reduced or increased.</p> <p>In terms of certification by seals, INDAP should internalise the guidelines on good practices at the national level and this recognition should be granted by processes.</p>
- Outcome 3:	HS→HU	<p>MU: Work is being done in PLADECO and PLADETUR only in the North with the Municipality of Camarones and in Arica with ordinances.</p> <p>The Southern Macro zone has to define levels of governance as it is much more dependent on the creation of the SBAP.</p>
- Outcome 4:	HS→HU	<p>MS: Management is more focused on activities than outcomes.</p>
- Overall assessment of progress towards project outcomes and objectives.	HS→HU	<p>MS: The outcomes and objectives of the project are expected to be achieved through prioritisation of actions and extension of deadlines.</p>

B1.3 Likelihood of impact.	Not valued in the MTR	--
C. EFFICIENCY		
C1. Efficiency	HS→HU	S: Synergies were used for co-financing and it is feasible to achieve certain outputs that are lagging behind with the one-year extension.
D. RISKS TO PROJECT OUTCOMES SUSTAINABILITY ¹³¹		
D1. Likelihood of risks to sustainability.	L→IE	U: No clear long-term strategy and financial plan. Context of pandemic and social unrest.
D1.1. Financial risks.	L→IE	MU: Funds are available, but no clear strategy to obtain them.
D1.2. Socio-political risks.	L→IE	U: Context of pandemic and social unrest where the environment moves down in government agenda.
D1.3. Institutional and governance risks.	L→IE	MU: SBAP is not approved; RBN is not a priority. There is no strategy for decision-makers and officials' turnover. Incipient regional governance for the project.
D1.4. Environmental risks.	L→IE	U: Pressures on species and territory continue and climate change accelerates.
D2. Acceleration and reproduction.	L→IE	ML: Probable sustainability of some outcomes: institutionalisation of practices in INDAP guidelines. Environmental Education Guide included in the curricula. However, at the macro level, there is no clear way of replicating experiences and outcomes.
E. FACTORS AFFECTING PERFORMANCE		
E1. Project design and maturity.	HS→HU	MS: Four emblematic species were put to the fore and the productive sector was linked to conservation; although it was ambitious in the intended outreach and was based on non-existent SBAP.

¹³¹ The Sustainability scale in this summary is set according to Sustainability Risk ranging from Low to Impossible to Evaluate while in the body of the report the scale is set according to Sustainability Likelihood ranging from Likely to Impossible to Evaluate. This is due to divergent requirements between scales in the GEF platform and the guidelines for the final report, although the principles are the same.

E2. Quality of project implementation.	HS→HU	MS: The project has positioned the conservation of species and has brought together actors; more FAO support for coordination and more grassroots work was lacking at the outset.
E2.1 Quality of project implementation by FAO (BH, OTJ, EDP, etc.).	HS→HU	MS: A significant effort was made in terms of engagement, but there was a lack of advice on results-based management and working with communities.
E2.1 Project monitoring (PSC, project working group, etc.).	HS→HU	MS: There was close support from the LTO and capacity strengthening of the coordinators; this support was lacking in the first year of the project.
E3. Quality of project implementation.	HS→HU	MS: There is substantial progress in component 1; components 2, 3 and 4 show outputs and outcomes delayed or difficult to achieve.
E3.1 Project implementation and management (PMU and partners performance in implementation, management, contracting, etc.).	HS→HU	MS: Small team for the planned activities.
E4. Financial management and co-financing.	HS→HU	MS: The budget has been efficiently spent and there are multiple low-cost co-financing agreements.
E5. Project partnerships and stakeholders' participation.	HS→HU	S: There has been interest and dialogue among partners, although the relationship has been more bilateral than collective. INDAP participated as a strategic partner.
E6. Communication, knowledge management and knowledge products.	HS→HU	MU: There was wide media coverage and good awareness material. There is no community communication strategy. More communication and exchange between all actors and between both regions are needed. Knowledge management is limited.
E7. Overall quality of the M&E.	HS→HU	MS: Reports were established and finished. MTR delayed. Lack of adaptive management and knowledge management.

E7.1 M&E design.	HS→HU	MS: The project design stipulates M&E as a periodic reporting system. There is no good use for knowledge management.
E7.2 M&E implementation plan (including human and financial resources).	HS→HU	MS: There are sufficient resources for the M&E system. There is a lack of staff for M&E and knowledge management.
E8. Overall assessment of factors affecting performance.	HS→HU	MS: This is a comprehensive and broadly participatory project. However, there have been some shortcomings in design, communication, M&E system and knowledge management.
F. CROSS-CUTTING DIMENSIONS		
F1. Gender and other dimensions of equality.	HS→HU	MS: The main objective was to ensure a 40% women's participation in training activities. It would be necessary to include young people.
F2. Human rights.	HS→HU	U: There have been 4 FPICs in the North, 4 in the South and one not signed due to lack of representativeness The FPICs should have been completed before the project was implemented. A better approach to territorial actors is required, providing clear information to avoid conflicts with neighbours and to ensure greater ownership.
F2. Environmental and social safeguards.	HS→HU	MS: Safety precautions for workers in the field to prevent accidents and the impact of the pandemics. The Mapuche conflict was not considered. More knowledge of the territorial context and talking to future beneficiaries prior to project implementation would have been required.
Overall project rating	HS→HU	MS: Given that the project was rated Satisfactory in terms of relevance and efficiency and Moderately Unsatisfactory in terms of efficacy, the overall rating of the project is: Moderately Satisfactory. Although the project exhibits some

		<p>outputs and outcomes with delays and some of them are anticipated to be unfeasible in the short term, it has the resources to continue for another year, redefining priorities and goals that are achievable in the remaining period without sacrificing any outputs.</p>
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Rating scale.

Ratings for Relevance, Efficacy, Efficiency and Cross-cutting Dimensions.

Rating	Description
Highly satisfactory (HS)	<i>The level of outcomes achieved clearly exceeds expectations or there have been no shortcomings.</i>
Satisfactory (S)	<i>The level of outcomes achieved is as expected or there have been no or minimal shortcomings.</i>
Moderately satisfactory (MS)	<i>The level of outcomes achieved is more or less as expected or the shortcomings have been moderate.</i>
Moderately unsatisfactory (MU)	<i>The level of outcomes achieved is lower than expected or there have been significant shortcomings.</i>
Unsatisfactory (U)	<i>The level of outcomes achieved is substantially lower than expected or there have been major shortcomings.</i>
Highly unsatisfactory (HU)	<i>The level of outcomes achieved is insignificant or there have been serious shortcomings.</i>
Impossible to evaluate (IE)	<i>The information available does not allow for an evaluation of the level of outcomes achieved.</i>

Rating of factors affecting performance.

Rating	Description
Highly satisfactory (HS)	There have been no shortcomings and the quality of project design and maturity/implementation/execution/co-financing/partnerships and stakeholder engagement/communication and knowledge management, and the outcomes exceed expectations.
Satisfactory (S)	There have been no or minor shortcomings and the quality of project design and maturity/ implementation/ execution/ co-funding/ partnerships and stakeholder engagement/communication and knowledge management, and the outcomes exceed expectations.
Moderately satisfactory (MS)	There have been some shortcomings and the quality of project design and maturity/ implementation/ execution/ co-funding/ partnerships and stakeholder engagement/communication and knowledge management, and the outcomes roughly meet expectations.
Moderately unsatisfactory (MU)	There have been significant shortcomings and in some ways the quality of project design and maturity/ implementation/ execution/ co-funding/ partnerships and stakeholder engagement/communication and knowledge management, and outcomes are lower than expected.
Unsatisfactory (U)	There have been major shortcomings and the quality of project design and maturity/ implementation/ execution/ co-funding/ partnerships and stakeholder engagement/ communication and knowledge management and outcomes are substantially lower than expected.

Highly unsatisfactory (HU)	There have been serious shortcomings in the quality of project design and maturity/ implementation/ execution/ co-funding/ partnerships and stakeholder engagement/ communication and knowledge management.
Impossible to evaluate (IE)	The information available does not allow to evaluate the quality of project design and maturity/implementation/execution/co-financing/partnerships and stakeholder engagement/communication and knowledge management.

Ratings for the design of monitoring and evaluation or implementation rating.

Rating	Description
Highly satisfactory (HS)	There have been no shortcomings and the quality of M&E design or implementation exceeds expectations.
Satisfactory (S)	There have been no, or minor shortcomings and the quality of M&E design or implementation meets expectations.
Moderately satisfactory (MS)	There have been some shortcomings and the quality of M&E design or implementation roughly meets expectations.
Moderately unsatisfactory (MU)	There have been significant shortcomings and the quality of M&E design or implementation is somewhat below expectations.
Unsatisfactory (U)	There have been major shortcomings and the quality of M&E design or implementation is substantially lower than expected.
Highly unsatisfactory (HU)	There have been serious shortcomings in M&E design or implementation.
Impossible to evaluate (IE)	The available information does not allow for an evaluation of the quality of M&E design/implementation.

Ratings for Sustainability.

Rating	Description
Likely (L)	There is little or no risk to sustainability.
Moderately likely (ML)	There are moderate risks to sustainability.
Moderately unlikely (MU)	There are significant risks to sustainability.
Unlikely (U)	There are serious risks to sustainability.
Impossible to evaluate (IE)	It is impossible to evaluate the expected impact and magnitude of risks to sustainability.

Anexo 11: Matriz GEF Tracking Tool



Copia de Tracking Tool.xlsx

RECOMMENDATIONS:

Due to inaccuracies detected during the MTR on some indicators and targets, in particular regarding the committed area in hectares and the number of individuals to be considered per species according to **Outcome 2 on 'The populations of the four endangered species are stabilised thanks to reduced pressure on their habitats, land-use planning and biodiversity conservation management'**, the evaluation team is forced to make the following clarifications and recommendations for the final evaluation of the project.

1. First of all, it should be duly clarified that in order to formulate the MTR recommendations, the evaluation team did not only rely on quantitative data, but also considered the opinion of 92 interviewees among key actors, strategic partners and beneficiaries.
2. From the initial reading of the project documents, the evaluation team immediately noted numerous differences and inaccuracies between the mid-term and final indicators and targets to be considered by the MTR. For this reason, initial inquiries were made with the project team and FAO to establish which document should be considered in order to review the mid-term targets and progress towards the final targets given the inconsistencies identified between the FIP, the PRODOC in English, the PRODOC in Spanish, the six-monthly reports and the PIR's. It was difficult to establish the most updated PRODOC version as they did not contain dates. Therefore, we decided to consider the Spanish PRODOC version as the English version appeared to have been drafted earlier, as this document presents corrected goals such as the classification of Darwin's fox as a critically endangered species and the 5,000 Keules to be protected. Likewise, during the interview process it was possible to detect that the PRODOC in Spanish and the targets of this document were those used by the key actors interviewed, due to the deficiencies they presented in terms of their scope, given that it was the key actors themselves who stated that they had a deficit in terms of hectares to be covered in the Cordillera de Nahuelbuta. In addition, based on what they were reporting as achievements in the six-monthly reports and PIR 2020, as well as the updated GEF Tracking Tool Matrix for the purposes of the MTR. For all these reasons, it was decided to use the PRODOC in Spanish to verify the intermediate targets for the MTR.
3. Once the draft version of the MTR report and the initial recommendations had been submitted, and just before submitting the final version of the MTR, the evaluation team had access to the CEO Endorsement, which is considered the official document by the GEF together with the Tracking Tool Matrix to assess compliance with the commitment made by Chile. The CEO Endorsement presents different targets in the output matrix of the strategic focal area on page 1, where it states: 'Output 2. National and sub-national land-use plans mainstreaming biodiversity and ecosystem services valuation, covering 501,200 hectares. While page 3 of the Project Framework of the same document states: 'Targets: a) 300.000 ha under management plans and 10% of this total area will be implementing best practices implementation. Finally, the Project Results Framework on page 20 states 'Final target: 300,000 ha'.¹³² Furthermore, the CEO Endorsement and the GEF Tracking Tool Matrix also differ from the targets and indicators stated in the other project documents.
4. For this reason, we consider it necessary to present a table highlighting such differences in order to make it clear from this point on what should be the indicators and targets to be considered in the final

¹³² For the detail of targets and indicators in this point and in the table of differences for Outcome 2, the original language of each document is maintained in order to avoid further confusion.

evaluation so that the relevant corrections can be made in future monitoring reports. (See Table in Annex at the end of the addendum).

5. As a first issue, it is necessary to determine what will be the final target to be met in the number of hectares committed and the number of individuals for the four species and to make the corresponding arrangements in the Results Matrix with the new indicators to be considered for the final evaluation.

6. In addition, it should be specified whether the CEO Endorsement target refers to direct or indirect areas, i.e., what is specifically meant by 'hectares in good practices' and the number of individuals per species to be considered, mainly for Keule.

7. Nevertheless, if with such specifications it is anticipated that the stated targets will not be met, a request for adjustment would have to be made to the GEF in the case of significant differences.

8. If these changes are accepted by the GEF, the opinion of professionals and specialists in each species should also be considered in order to determine the minimum number of hectares required and to ensure the protection of the habitat of each species according to the number of individuals considered, so that there is a balance and congruence with the conservation objective of the project, regardless of the option chosen for implementation in the two years left for the project. Regardless of the targets set as likely to be achieved, whether in direct or indirect area, the spirit of habitat conservation for the four species should be maintained. So far only the Chilean huemul habitat has been secured (92,900 ha / 96,473.8 ha achieved by mid-term) and only the connection between public conservation areas and privately owned land is missing. To some extent, this has been achieved for the Chilean woodstar with the micro-reserves and pilots, although its habitat needs to be adequately secured by means of corridors between the micro-reserves. Finally, at a much more limited level, progress has been made in territorial protection for Darwin's fox and Keule. In the case of the Darwin's fox, it would be necessary to ensure that the individuals of this species are not forced to go down to the farms in search of food due to the limited territories, which would be detrimental to the very objectives of the project aimed at protecting them. Regarding the Keule, 2,000 or 5,000 individuals should be protected, bearing in mind that this is a very delicate and slow-growing species.

9. Then, make the appropriate adjustment between the targets established with the Tracking Tool Matrix, especially with regard to the initial target declared upon project approval, the intermediate target attained at the time of the MTR, and report based on the achievement of outcomes rather than activities.

10. In the future, the GEF, FAO, implementing partners and the project team should use the same version of PRODOC, both in English and Spanish, in line with what was approved in the CEO Endorsement, stating the same targets and indicators in both documents and in the results matrix, bearing the date on each of them. Thus, any modification to any of the targets or indicators made during the implementation of the project should be recorded in minutes or on the website so that it is possible to monitor it beyond the project officers' turnover.

TABLE OF INDICATORS AND TARGETS OF OUTCOME 2 STATED IN THE PROJECT DOCUMENTS

Document/ Component	PIF	CEO Endorsement	PRODOC in English	PRODOC in Spanish	PIR 2019	PIR 2020	GEF Tracking Tool
Component 2: Integrated territorial management based on good agroforestry and forestry practices aimed at the recovery of habitats of four endangered species in the regions of Arica y Parinacota and Biobío	Component 2: <u>Expected Outcomes:</u> 2.1. Priority demonstrative actions have been catalyzed, at the appropriate scale and sector, and territorially integrated. 300,000 hectares of sustainably managed landscapes including agro-ecosystems, production forests, critical biological corridors, and endangered species refuge and breeding grounds. <u>Expected Outputs:</u> 2.1.1: Three (3) integrated landscape management plans that include valuation of	<u>FOCAL AREA STRATEGY FRAMEWORK</u> <u>Expected FA Outcomes:</u> Outcome 2.1: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation. <u>Expected FA Outputs:</u> Output 2. National and sub-national land-use plans that incorporate biodiversity and ecosystem services valuation, covering 501,200 hectares (Page 1) <u>PROJECT FRAMEWORK:</u> <u>Expected Outcomes:</u> 2.1. The populations of the four endangered species are stabilized by reducing pressure on their habitats, on account of planning and management of the territory with due consideration to biodiversity conservation. <u>Targets:</u> a) 300.000 ha under management plans and	<u>Indicators:</u> - Zones of influence under good practices implementation <u>Target: 501,200 ha area under management plans (indirect); 10% of the total area under direct Intervention.</u> - Number of individuals of the endangered species population <u>Baseline:</u> Darwin's fox: 50 Chilean huemul: 80 Queule: 5000 Chilean woodstar: 400 <u>Target:</u> Stabilization to the current levels (Page 47 y 48)	<u>Indicators:</u> - Superficie de zonas de influencia de áreas protegidas bajo implementación de buenas prácticas. <u>Meta: 501.200 ha (300 mil Cordillera de Nahuelbuta, 1200 Micro reserva Valles de Arica y Parinacota, 200 mil RBNCHLL)</u> - Número de ejemplares de la población de especies amenazadas <u>Línea de base:</u> Zorro de Darwin: 50 Huemul: 80 Queule: 2000 Picaflor de Arica: 400 <u>Meta:</u> Estabilización a los niveles actuales. (Página 45)	<u>Indicators:</u> - Zones of influence under good practices implementation <u>Mid-term target: 0 has.</u> <u>End-of-project target: 501,200 ha area under management plans (indirect); 10% of the total area under direct intervention.</u> - number of individuals of the endangered species population: <u>Mid-term target: 0</u> <u>End-of-project target:</u> Darwin's fox: 50 Huemul: 80 Keule: 2000 Chilean woodstar: 400.	<u>Indicators:</u> - Area of protected zones of influence under good practices implementation. <u>Mid-term target: 300.000 has.</u> <u>End-of-project target: 501.200 has.</u> - # specimens of endangered species: <u>Mid-term target: 0</u> <u>End-of-project target:</u> Darwin's fox: 50 Huemul: 80 Keule: 2000 Chilean woodstar: 400.	Foreseen at project start (to be completed at CEO approval or endorsement) Landscape/seascape] area directly covered by the project (ha): 501.200 ha. (300,000 ha in Cordillera de Nahuelbuta, 1,200 ha in Micro reserve Valles de Arica y Parinacota, 200,000 ha in RBNCHLL). Landscape/seascape area indirectly] covered by the project (ha): 0 ha. <u>Actual at mid-term: Landscape/seascape area directly covered by the project (ha): 96.473,8 ha.</u> Pilot properties implementing good practices: Cordillera de la Costa (Keule): 588; Cordillera de

<p>conservation considerations.</p>	<p>biodiversity and ecosystem services, and best practitioners labeling (Pilot areas: 300,000 hectares in valleys of the Micro-reserves Network of Arica y Parinacota, the Nevados de Chillán Biosphere Reserve, and Cordillera de Nahuelbuta. (Page 2)</p>	<p>10% of this total area will be implementing best practices implementation</p> <p>b) Number of individuals of the endangered species population: Darwin's fox: 50 Chilean huemul: 80 Queule: 5000 Chilean woodstar: 400</p> <p><u>Expected Outputs:</u> 2.1.1. Planning tools for managing protected areas and their zones of influence according to ecological corridors, including criteria for biodiversity conservation into productive forestry, farming and cattle and forest sectors.</p> <p><u>Targets:</u> a) One (1) management plan of the Cordillera de Nahuelbuta proposed Biosphere Reserve and its zone of influence b) One (1) management plan of the zone of influence of the RBNCHLL approved c) One (1) Proposal of a Micro-Reserves Network of the Chilean woodstar with the management plan of its zone of influence d) Two (2) Proposals to create a Nature Sanctuary</p>					<p>Nahuelbuta (Darwin's fox), it includes the creation of El Natri estate Nature Sanctuary (283 ha): 2,860; Cordillera de los Andes Central Chile (Chilean huemul): 92,900; micro-reservess Network for the conservation of the Chilean woodstar: 29.68; and Territory under good agricultural practices for the conservation of the Chilean woodstar: 95.5.</p> <p>Landscape/seascape area indirectly covered by the project (ha): 565.807 ha</p> <p>Management Plan for the Nevados de Chillán - Laguna del Laja – RBNCHLL Biosphere Reserve (approved) for the promotion of good forestry, farming and tourism practices within the framework of the management plan for the Nevados de Chillán - Laguna del Laja Biosphere Reserve. Within this</p>
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	<p>(in Caramávida Gorge and Santa Gertrudis.</p> <p>2.1.2. Best forestry, farming and cattle conservation and biodiversity tourism practices, implemented by local stakeholders in the zones of influence of protected areas, habitats of the four endangered species:</p> <p><u>Targets:</u></p> <p>a) Ten (10) best practices that incorporate the conservation of the four endangered species and reduce pressure on its habitats</p> <p>b) 300 farmers implementing best practices. (Page 3)</p> <p>RESULTS FRAMEWORK:</p> <p><u>Indicators:</u></p> <p>- Zones of influence under best practices implementation:</p> <p>Mid-term Target: 0</p> <p>Final Target: 300.000 has.</p>	<p>RESULTS FRAMEWORK:</p> <p><u>Indicators:</u></p> <p>- Zones of influence under good practices implementation.</p> <p>Mid-term Target: 0</p> <p>Final target: 501,200 ha area under</p>	<p>MARCO DE RESULTADOS:</p> <p><u>Indicadores:</u></p> <p>- Superficie de zonas de influencia de áreas protegidas bajo implementación de buenas prácticas.</p> <p>Meta a medio término: 300.000 has.</p> <p>Meta Final: 501.200 has.</p>			<p>area, the project teaches environmental education to civil servants, the educational community and civil society. At the same time, work is being done on two private properties on good tourism practices and livestock management in areas of Chilean huemul habitat. Implementation of RECOGE plan and monitoring protocol for the Chilean huemul.</p>
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		<p>- # number of individuals of the endangered species population: <u>Mid-term Target:</u> 0. <u>Final Target:</u> Darwin's fox: 50. Chilean huemul: 80 Queule: 5000 Chilean woodstar: 400 (Page 20)</p>	<p>management plans (indirect); 10% of the total area under direct intervention.</p> <p>- # number of individuals of the endangered species population</p> <p><u>Mid-term Target:</u> 0</p> <p><u>Final target:</u> Darwin's fox: 50 Chilean huemul: 80 Queule: 5000 Chilean woodstar: 400 (Page 90)</p>	<p>- # ejemplares de la población de especies amenazadas:</p> <p><u>Meta a medio término:</u> 0.</p> <p><u>Meta Final:</u> Zorro de Darwin 50 Huemul: 80 Queule: 2000 Picaflor de Arica: 400 (Página 87)</p>			
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