

1. Project Data

Summary project data			
GEF project ID		1300	
GEF Agency project ID		1319	
GEF Replenishment Phase		GEF 2	
Lead GEF Agency (include all for joint projects)		UNDP	
Project name		Ecosystem Management of the Salar del Huasco for Biodiversity Conservation and Sustainable Use Outside Protected Areas	
Country/Countries		Chile	
Region		LAC	
Focal area		Biodiversity	
Operational Program or Strategic Priorities/Objectives		OP 1 BD 1	
Executing agencies involved		Centro de Estudios para el Desarrollo (CED, Center for Development Studies)	
NGOs/CBOs involvement		As participants and co-executors. NGOs involved: Center for Development Studies, National Museum of Natural History, Casa de la Paz	
Private sector involvement		The mining companies Doña Inés de Collahuasi and Cerro Colorado actively participated in the project as stakeholders and participants, and to provide scientific and logistical support.	
CEO Endorsement (FSP) /Approval date (MSP)		Sept 2001	
Effectiveness date / project start		2002 (TE p.6)	
Expected date of project completion (at start)		Feb 2005	
Actual date of project completion		2006 (TE p.6)	
Project Financing			
		At Endorsement (US \$M)	At Completion (US \$M)
Project Preparation Grant	GEF funding	.025	.025
	Co-financing		--
GEF Project Grant		.835	.835
Co-financing	IA own (UNDP)		0
	Government		.176
	Other multi- /bi-laterals	.344	0.514
	Private sector	1.404	1.419
	NGOs/CSOs	.108	.108
Total GEF funding		.860	.835
Total Co-financing			2.217
Total project funding (GEF grant(s) + co-financing)		2.691	3.052
Terminal evaluation/review information			
TE completion date		(No date available.)	
Author of TE		Hugo Romero Aravena	
TER completion date		March 21, 2016	
TER prepared by		Dania Trespalacios	
TER peer review by (if GEF IEO review)			

2. Summary of Project Ratings

Criteria	Final PIR	IA Terminal Evaluation	IA Evaluation Office Review	GEF IEO Review
Project Outcomes	NR	HS	--	S
Sustainability of Outcomes	NR	HS	--	ML
M&E Design	NR	NR	--	MS
M&E Implementation	NR	HS	--	S
Quality of Implementation	S	NR	--	MS
Quality of Execution	HS	HS	--	S
Quality of the Terminal Evaluation Report	--	--	--	S

3. Project Objectives

3.1 Global Environmental Objectives of the project:

The Global Environmental Objective of this project is to ensure the conservation of the globally significant biodiversity of the Salar del Huasco and its surrounding areas through a participatory program of environmental management and conservation. (PD p. 3) The Salar del Huasco is a high altitude salt water Ramsar wetland of international importance.

3.2 Development Objectives of the project:

The Development Objective of this project is to assist stakeholders in applying species and habitat planning and management techniques in the framework of a conservation plan for sustainable use of biodiversity in the Salar del Huasco. The project hopes to identify livelihoods for the local communities inhabiting the Salar and its surrounding area.

3.3 Were there any **changes** in the Global Environmental Objectives, Development Objectives, or other activities during implementation?

There were **no changes** to the Global Environmental and Development Objectives of the project. However, the main project components were altered slightly.

4. GEF IEO assessment of Outcomes and Sustainability

Please refer to the GEF Terminal Evaluation Review Guidelines for detail on the criteria for ratings. Please justify ratings in the space below each box.

4.1 Relevance	Rating: Satisfactory
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This project directly supports GEF 2's Biodiversity Focal Area, in particular Operational Program 1 concentrating on "Arid and semi-arid ecosystems", and Biodiversity Strategic Priority 1, which includes integrating the conservation and sustainable use of biodiversity within national and regional sustainable development plans and policies.

The project is consistent with Chile's national priorities. Chile's National System of State Protected Wildlands (SNASPE) calls for the protection of 1.9 million hectares of state-owned indigenous forests. This project will promote the conservation of the Salar del Huasco ecosystem as a National Park, National Monument or National Reserve through measures that will permit its inclusion within SNASPE. The project will be developed by Chile's National

Commission for the Environment, and is supported by local NGOs with substantive co-funding. In addition, the project is in line with Chile's Environmental Policy for Sustainable Development, which gives priority to actions for the conservation of biological diversity, in particular to those actions that directly involve civil society stakeholders in the resolution and mitigation of environmental problems. This project represents an important step towards the implementation of Chile's environmental policy and an important tool for environmental management under Chile's Environmental Framework Law. This project will be the first Chilean experience in developing and implementing a plan to manage biologically diverse resources in an area of ecological fragility not included within SNASPE.

4.2 Effectiveness	Rating: Satisfactory
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The TE rates the effectiveness of the project as highly satisfactory. The TER reviewer finds that the project met the main objectives as initially stated in the Project Document, and thus rates this project Satisfactory.

The project aimed to ensure the conservation of the Salar del Huasco and its surrounding areas through a participatory program of environmental management and conservation, including new management techniques, and sustainable livelihoods for local communities. The Project Document lists the following expected outcomes, which outline the four main components of the project (PD p. 3-4):

- 1- The Salar del Huasco and its buffer zone will be zoned and designated as a protected area.
- 2- A Management Plan for the Salar del Huasco will be developed and under implementation. It will include: strategic guidelines to promote conservation; provisions for financial sustainability; a robust M&E plan; and clearly defined responsibilities and individuals that will execute the Plan.
- 3- An ecotourism strategy will be developed and implemented, in cooperation with the private sector, local communities and the government.
- 4- The sensibilization of stakeholders, including the implementation of an education and public awareness campaign that will facilitate the implementation of the Management Plan.

The TE reports that there were three components whose achievements were highly satisfactory: (1) the characterization of the biodiversity in the Salar del Huasco; (2) the design of management tools for the Salar, which includes a Public-Private committee and a Management Plan for the conservation of biodiversity and the sustainable use of the Salar; and (3) the strengthening of institutional capacities to implement the Management Plan. (TE pg. 17-19) The TE reports that the project completed the zonation and classification of the Salar del Huasco, according to strategic objectives aligned with conservation and sustainable development, and taking into account the probable uses of zones. As a result, the Management Plan contains a detailed consideration of the multiple and complementary uses of the resources in the Salar del Huasco. (TE pg. 2-3) The TE also reports favorably on the project's public awareness campaigns. The environmental education activities created an awareness on resources that had previously been ignored in the regional consciousness, and led to a new sense of place, and a new cultural identity tied to the Salar, which became an icon of regional identity. (TE pg. 4)

The TE concludes that the project demonstrated the feasibility of integrating diverse regional and local actors in the creation of a Management Plan for the conservation and sustainable development of a highly critical area for biodiversity. The management plan was formulated

with the best scientific knowledge of the time, and took advantage of the opportunities generated by new governmental tools, such as the Plan for Concessions on Fiscal lands, and the new National System of Protected Areas. (TE p. 3) The TE reports that the project successfully strengthen the capacity of local actors, by augmenting the coordination of actors and social networks within public institutions and local communities to implement a more effective public intervention. (TE p. 4)

Finally, the TE comments on the project’s ecotourism component. The project developed the potential for ecotourism in the Salar del Huasco, in particular the potential for “ethno tourism”, and the participation of the resident indigenous communities. The Salar’s watershed became a “tourism node” that became connected to larger initiatives, like the “Sendero de Chile” (Natural Paths of Chile”), and the Ruta Altiplániaca (the High Planes Route). The Salar was declared an Area of Touristic Interest in Chile, coinciding with the Declaration of Sanctuary for Nature designation. Tourism activities became integrated with the Regional Plan for Urban Development, and the Regulating Plan for the Pica Community.

4.3 Efficiency	Rating: Moderately Satisfactory.
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The TE does not provide a rating for the project’s efficiency. Based on information provided in the TE, project efficiency is rated moderately satisfactory. Although the project completed most of its objectives, the project was extended for 16 months, from March 2005 to June 2006, on account of an unrealistic timeline set at project start. (TE p. 5) The TE states that the design of the management plan proceeded in a highly satisfactory way, increasing the capacity of the Public-Private Committee that increased broad stakeholder participation. The TE also praises the execution of the Capacity Strengthening component. (TE pg. 18)

4.4 Sustainability	Rating: Moderately Likely
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Financial Sustainability- Likely

The final PIR notes that the project established an eco- and ethnic-tourism program, run by local communities, to generate a financing strategy. The concession will assume costs of the Salar’s Management Plan. (PIR 2007 p. 18)

Sociopolitical Sustainability – Likely

The project created a public-private committee to plan and manage the protected area. The committee united representatives of relevant institutions from the private and public sector. The TE notes that this institutional capital will last beyond the end of the project. The TE reports that the institutional strength generated by this project increases the sustainability of project achievements, especially because it consolidated a common perspective for the projection of areas of cultural and natural value. The scientific, technical and political capacity building of the public institutions and local communities that made up the public-private committee has resulted in a de-facto regulatory body, which should be consulted by any entity wishing to intervene in the Salar de Huasco. (TE p. 57)

Sustainability of Institutional Frameworks and Governance – Moderately Likely

The TE notes that there are doubts regarding the continuity of the project’s initiatives, particularly with respect to the existing legal framework that may not be prepared to maintain the project’s achievements, and with respect to financial and organizational aspects. (TE p. 56)

The Project Document states that the main element for the continuity and success of this project will be the establishment of mechanisms for the effective participation of civil society, including the identification of strategic public/private alliances to secure the protection of the unique biodiversity of the Salar del Huasco. (PD p. 2) The TE expresses doubt on the future institutional capacity of Chile to implement the Management Plan for the Protection of Biodiversity and Natural Resources of the Salar de Huasco. The concession of fiscal areas for either private or public entities is a recent mechanism in Chile, and there is no experience with the coordinated management of these areas, which creates uncertainty regarding its viability. (TE p. 41) However, the TE notes that the institutional strength generated by this project will guarantee the project's initiatives, especially since the project consolidated common attitudes towards the protection of a place of natural and cultural significance. (TE p. 4)

Environmental Sustainability- Moderately Likely

Chile is the world's largest producer and exporter of copper. The mining of copper is one of Chile's most important national economic activities, contributing a sizable proportion of Chile's wealth. The most important production centers are at the Atacama Desert, which contains one of the world's richest deposits of minerals, and is immediately adjacent to the Salar de Huasco. The TE points out that the situation of the copper mines next to the Atacama Desert directly places economic goals against environmental goals. (TE p. 2)

5. Processes and factors affecting attainment of project outcomes

5.1 Co-financing. To what extent was the reported co-financing essential to the achievement of GEF objectives? If there was a difference in the level of expected co-financing and actual co-financing, then what were the reasons for it? Did the extent of materialization of co-financing affect project's outcomes and/or sustainability? If so, in what ways and through what causal linkages?

The TE lists total co- financing promised and expected at the end of the project on pages 38-40. It seems that co-financing constituted a very large proportion of the total project budget, and thus was critical to the successful outcomes of this project.

5.2 Project extensions and/or delays. If there were delays in project implementation and completion, then what were the reasons for it? Did the delay affect the project's outcomes and/or sustainability? If so, in what ways and through what causal linkages?

The project was extended for 16 months, from March 2005 to June 2006. The TE explains that the original time scale set for this project, including the times for implementation and execution, were too brief considering the ambitious and broad objectives of the project. (TE p. 5)

5.3 Country ownership. Assess the extent to which country ownership has affected project outcomes and sustainability? Describe the ways in which it affected outcomes and sustainability, highlighting the causal links:

The TE reports that stakeholder participation is highly satisfactory, and represents one of the most relevant aspects of the project. (TE p. 19) At commencement, the project had the support and participation of the Pica Municipality, the National Forestry Corporation, the National Commission of the Environment, the National Tourism Service, the Department of Protection of Renewable Natural Resources in the Agrarian and Livestock Service, and a few community

based organizations in Pica. (PD p. 6) Indigenous communities participated in the project through Territorial Coordination Committees. (TE p. 19) Two mining companies, Cerro Colorado and Doña Inés de Collahuasi, represented the mining sector. Four schools from the municipalities of Lica and Matilla participated. (TE p. 20) This TER concludes that a high level of country ownership was achieved, and that it was critical to the successful achievement of project outcomes, and to the sustainability of these outcomes.

6. Assessment of project’s Monitoring and Evaluation system

Please justify ratings in the space below each box.

6.1 M&E Design at entry	Rating: Moderately Satisfactory
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The TE states various times that, at the start of the project, there was no explicit document that could be considered a logical framework, since this document was not required at project start. (TE pg. 17, 24) As GEF projects require logical frameworks with comprehensive evaluation plans, these statements suggest that there may have been some confusion or miscommunication between UNDP and CED. The TE notes that the project was guided by a methodological design that included a diagnostic of the actual and future situations of biodiversity, and knowledge of relevant institutions and instruments that would enable the development of a management Plan. (TE pg. 17, 24) The TE states that, during the course of the project, the existence of a general frame for implementation “became clear”, suggesting that an acceptable M&E plan was created during the course of the project. (TE pg. 25) The TE concludes that the initial design was satisfactory, and permitted the identification of the causes and principal threats to biodiversity in the project area. Evidence from the TE suggests that the M&E Design at entry was moderately satisfactory.

6.2 M&E Implementation	Rating: Satisfactory
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M&E Implementation is rated Satisfactory. There are well developed PIRs for each of the years of the project’s implementation. The PIR completed in 2007 reports that a Midterm Evaluation was completed in March 2005 (PIR 2007 Pg. 1) The TE reports that the project followed strict annual work plans that were “permanently” monitored with an eye towards the successful achievement of objectives, and that annual reports informed of the achievement of these objectives, and of the adaptations and changes taken during the course of the project. (TE pg. 34) The TE reports that UNDP received regular formal evaluations detailing project progress. (TE pg. 34)

7. Assessment of project implementation and execution

Please justify ratings in the space below each box.

7.1 Quality of Project Implementation	Rating: Moderately Satisfactory
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The implementing agency for this project was the UNDP. The TE does not rate the quality of project implementation, and does not comment on the performance of the UNDP as an implementing agency. The final PIR rates the UNDP’s project implementation as Satisfactory. The TE notes that the initially established timeline for project activities was not long enough to

account for the ambitious and broad objectives of the project, and laments the lack of an “effective implementation phase” that would have contributed to the project. The TE’s comments on the lack of a logical framework at the start of the project also point to moderately satisfactory performance on the part of the UNDP.

7.2 Quality of Project Execution	Rating: Satisfactory
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The executing agency for this project was the Center for Development Studies (Centro de Estudios des Desarrollo, CED). The TE reports that all of the institutions and people interviewed report to be highly satisfied with the project’s execution and implementation, particularly with the operations of the Public-Private Committee and the gains it achieved. (TE p. 37) The TE praises the adaptive capacity of the “Execution Unit” to meet changing conditions, lack of information, institutional challenges, and new demands placed by parallel initiatives. (TE pg. 34-35) The TE states that the CED “in charge of the project, had the adaptive capacity necessary to make decisions that gave legitimacy and validation to the activities of the project, maintained an open disposition to dialogue and debate, and ensured broad participation of all regional and local stakeholders. (TE p. 25) Evidence presented in the TE and PIRs, including the successful delivery of project objectives and a high likelihood of sustainability, suggest that the quality of project execution was satisfactory.

8. Assessment of Project Impacts

8.1 Environmental Change. Describe the changes in environmental stress and environmental status that occurred by the end of the project. Include both quantitative and qualitative changes documented, sources of information for these changes, and how project activities contributed to or hindered these changes. Also include how contextual factors have contributed to or hindered these changes.

As a result of this project, Chile’s Ministry of Public Land has designated 119,702 hectares for conservation and sustainable use in the Salar del Huasco hydrographical basin. (PIR 2007 p. 18) The project has increase the potential for the future protection of sensitive species: the Management Plan includes specific actions to evaluate the potential management of species such as vicuña austral, ñandú, vizcacha, and vegetation species with nutritional and medicinal value. The project has generated relevant information for different vegetation types in entire basin which is giving orientation on actions and good practices on cattle management and to secure its compatibility with the conservation of priority species and most productive and vulnerable environments. (PIR 2007 p. 20)

8.2 Socioeconomic change. Describe any changes in human well-being (income, education, health, community relationships, etc.) that occurred by the end of the project. Include both quantitative and qualitative changes documented, sources of information for these changes, and how project activities contributed to or hindered these changes. Also include how contextual factors have contributed to or hindered these changes.

The project has improved the relationship between the protected area and local communities. Local communities have directly participated in the elaboration of the Management Plan, and in the tourism and wetland management plans for the conservation of biological and cultural diversity. (PIR 2007 p. 18)

8.3 Capacity and governance changes. Describe notable changes in capacities and governance that can lead to large-scale action (both mass and legislative) bringing about positive environmental change. "Capacities" include awareness, knowledge, skills, infrastructure, and environmental monitoring systems, among others. "Governance" refers to decision-making processes, structures and systems, including access to and use of information, and thus would include laws, administrative bodies, trust-building and conflict resolution processes, information-sharing systems, etc. Indicate how project activities contributed to/ hindered these changes, as well as how contextual factors have influenced these changes.

a) Capacities- The TE reports the following changes in capacity:

- The project has trained and educated personnel from CONAF, CONAMA, DGA, Ministry of Public Lands, Municipality of Pica, indigenous communities, teachers from local and regional schools. (PIR 2007 p. 18)
- Thanks to the implementation of the new Management Plan for Salar del Huasco, new capacities for biodiversity conservation and sustainable use of the basin of the Salar del Huasco have been generated. An eco- and ethnic-tourism program has been consolidated by local communities to generate a financing strategy. The concession will assume costs of Management Plan. (PIR 2007 p. 18)
- An institutional arrangement is under implementation by means of public-private cooperation, which is part of the destination and concession of public land for conservation and sustainable use by the Ministry of Public Land. The Salar del Huasco is a pilot experience for other sites as part of the National Biodiversity Strategy and its Action Plan. (PIR 2007 p. 19)
- The project has resulted in the application of several criteria for political and spatial planning, such as: i) planning agreements for ecosystems (using the basin as the working scale); ii) zoning biological and cultural values to be protected, identifying use tendencies and criteria to make it compatible with biodiversity; and iii) direct participation in the planning, zoning, and implementation processes of public and private stakeholders, by the articulation of interests based on common objectives. These criteria were considered in the Action Plan for the National Biodiversity Strategy. (PIR 2007 p. 19)
- The project is supporting the Ministry of Public Land in the process of designation and concession of public land for conservation and sustainable use. (PIR 2007 p. 19)
- The project has contributed in the incorporation of good practices in inter-institutional coordination for sustainable wetland management in the Tarapacá Region. In October 2004, under of leadership of CONAF, a draft for the Action Plan 2004-2006 was formulated, and a regional working group was created among public institutions (Agricultural Regional Secretariat, SAG, Mining Regional Secretariat, General Water Direction, INDAP, Hydraulics Works, CONAMA, CONADI, CONAF) (PIR 2007 p. 20)
- In the Management Plan 2004-2010, future feasibility evaluations have been included for the production of lama meat and the development of eco- and ethnic-tourism in the basin of the Salar del Huasco, within the framework of certification systems available in the country. This will enable the future development of certification systems. (PIR 2007 p. 20)

b) Governance - The TE reports the following changes in governance:

- Chile now has a mechanism to protect wildlife areas with the National System of State-Owned Wildlife Protected Areas and the Regulation for Private-Owned Protected Areas. The project contributed a feasible mechanism for public- private partnerships in areas such as the Salar del Huasco, where there is state, private, and indigenous-owned land; and multiple interests for the use of natural resources. The project contributed to define

- priority sites for conservation and to define of concession system of Ministry of Public Land. (PIR 2007 p. 18)
- The approach to conserve biological and cultural diversity values in the SdH was incorporated in the Regional Urban Development Plan (Tarapacá Region) and Local Land Use Plan for the Municipality of Pica. Also, this approach is been introduced in the Tourist Interest Zone by SERNATUR. The Management Plan, the zoning of biodiversity values and use of tendencies, was approved by the Regional Commission for the Environment (Tarapacá Region), as environmental policy for biodiversity conservation in the basin. (PIR 2007 p. 19)
 - The project has resulted in any changes to institutional arrangements and mandates so that biodiversity is better addressed. The project has contributed to strengthen the conservation approach based on public-private cooperation schemes in the Regional Commission on Water Resources of the Tarapacá Region, where the Public Works Regional Secretariat has a leadership role. (PIR 2007 p. 19)

8.4 Unintended impacts. Describe any impacts not targeted by the project, whether positive or negative, affecting either ecological or social aspects. Indicate the factors that contributed to these unintended impacts occurring.

The TE does not describe any unintended impacts.

8.5 Adoption of GEF initiatives at scale. Identify any initiatives (e.g. technologies, approaches, financing instruments, implementing bodies, legal frameworks, information systems) that have been mainstreamed, replicated and/or scaled up by government and other stakeholders by project end. Include the extent to which this broader adoption has taken place, e.g. if plans and resources have been established but no actual adoption has taken place, or if market change and large-scale environmental benefits have begun to occur. Indicate how project activities and other contextual factors contributed to these taking place. If broader adoption has not taken place as expected, indicate which factors (both project-related and contextual) have hindered this from happening.

- **Mainstreaming- Adopted.** The case of the Salar del Huasco has been transformed in a pilot experience in public-private cooperation for the implementation of mechanisms linked with the designation and concession of public land for conservation and sustainable use by the Ministry of Public Land in the National Biodiversity Strategy and its Action Plan. (PIR 2007 p. 18)
- **Replication- Initiated.** An institutional arrangement is under implementation by means of public-private cooperation, which is part of the destination and concession of public land for conservation and sustainable use by the Ministry of Public Land. The Salar del Huasco is a pilot experience for other sites as part of the National Biodiversity Strategy and its Action Plan. (PIR 2007 p. 19)
- **Scaling Up- Adopted.** The project is supporting the Ministry of Public Land in the process of designation and concession of public land for conservation and sustainable use. (PIR 2007 p. 19)
- **Replication – Adopted.** The products of the project are been using as reference for the National Protected Areas System, pilot experience for the concession system of Ministry of Land Public and reference for the implementation of the High-andean Wetlands Regional Strategy (Ramsar Convention and 8 focal points of Costa Rica, Venezuela, Colombia, Ecuador, Perú, Bolivia, Argentina y Chile). (PIR 2007 p. 21)

9. Lessons and recommendations

9.1 Briefly describe the key lessons, good practices, or approaches mentioned in the terminal evaluation report that could have application for other GEF projects.

The TE lists the following lessons learned (TE p. 57-58):

- There is a need to develop and implement public-private committees to plan and manage protected areas, especially when these areas are vulnerable to global changes and to pressures from sectors that wish to use critical resources, such as water. In this project, the committee operated in a systemic way, and united representatives of relevant institutions from the private and public sector. This created valuable institutional capital that will last beyond the end of the project. The institutional strength generated by this project increases the sustainability of project achievements, especially because it consolidated a common perspective for the protection of areas of cultural and natural value, for example, the protection of a salt water lake in the midst of the most arid desert in the world. The scientific, technical and political capacity building of the public institutions and local communities that made up the public-private committee has resulted in a de-facto regulatory body, which should be consulted by any entity wishing to intervene in the Salar de Huasco.
- International and local seminars and workshops, and educational and capacity building activities, contributed to the strengthening of local resources, and to the sense of place, pride and identity in the region. The Salar de Huasco became a symbol of regional and local identity, which will inevitably contribute to its protection.
- The time allotted for the project was probably insufficient, in comparison with the ambitious objectives of the project. The project would have benefitted from an implementation phase dedicated to the replication and mainstreaming of the project.
- NGOs played an important role, particularly in brokering public/private agreements for the local management of the area, and added value to development proposals by incorporating the perspective of the scientific community. NGOs build bridges for the cooperation between different representatives from the private and public sector that are usually not connected. These connections increase the social, political and environmental sustainability of any development activities.
- The project is highly ripe for replication. There is an opportunity for public-private cooperation for the planning and management of protected areas, especially were it concerns concessions to third parties in public property.

9.2 Briefly describe the recommendations given in the terminal evaluation.

The TE lists the following recommendations (TE p. 56-57):

- To ensure that the achievements of this project are replicated and mainstreamed, the representatives of the private sector must be educated to recognize the importance of regulations meant to protect biodiversity and ensure the sustainable use of natural resources. This will require the strengthening of scientific, technical and political capacity of public institutions and local communities, so that they can be prepared to counter the interests of private property and the privatization of natural resources
- The expected Management Plan, and its incorporation into new systems of administration, presents new alternatives for biodiversity protection, including those on the relation between socioeconomic development and the care of nature. It will be necessary to strengthen the capacity, integration and coordination of public sector institutions to ensure that local communities are represented in decision making. This project has proven that progress is possible within the current institutional framework.

- In the case that the protected area is offered as a concession, the Management Guide developed by this project should be consulted. It includes a respect for traditional ways of life, and tourism activities that link social and environmental public conscience. It also facilitates spaces for public-private interventions that may coordinate environmental education, the preservation of local folklore, the cultural value of social and economic practices, and thus ensure a more inclusive and participative development.
- It is necessary to sponsor the empowerment of leaders, to ensure community and citizen participation. It is particularly important to ensure the participation of the Pica community in the development and protection of the Salar de Huesca.
- There are numerous opportunities for growth. These include the declaration of the Salar de Huesca as a Ramsar site and a Chilean Nature Sanctuary, the inclusion of the Salar in Sendero de Chile system, and the inclusion of the Salar in Chile's National Strategy for Biodiversity.

10. Quality of the Terminal Evaluation Report

Note that the TE is in Spanish.

Criteria	GEF IEO comments	Rating
To what extent does the report contain an assessment of relevant outcomes and impacts of the project and the achievement of the objectives?	The TE adequately reports on the relevant outcomes and impacts of the project.	HS
To what extent is the report internally consistent, the evidence presented complete and convincing, and ratings well substantiated?	The TE is internally consistent, the ratings are well substantiated. However, some information is missing, including the performance of the executing agency, information on M&E design, and efficiency.	MS
To what extent does the report properly assess project sustainability and/or project exit strategy?	The TE reports on various aspects of project sustainability.	S
To what extent are the lessons learned supported by the evidence presented and are they comprehensive?	The lessons learned are supported by the evidence, and they seem comprehensive.	S
Does the report include the actual project costs (total and per activity) and actual co-financing used?	The TE includes co-financing amounts for before, during, and at the end of the project, but fails to provide a detailed project budget by costs.	MU
Assess the quality of the report's evaluation of project M&E systems:	The TE does not report on M&E systems in a satisfactory way.	U
Overall TE Rating		S

$$0.3 \times (a + b) + 0.1 \times (c + d + e + f) \quad 0.3(10) + 0.1(15) = 3.0 + 1.5 = 4.5$$

11. Note any additional sources of information used in the preparation of the terminal evaluation report (excluding PIRs, TEs, and PADs).

No additional sources of information were used in the preparation of this TER, other than PIRs, TE, and PD.

