

FINAL EVALUATION

REGIONAL SYSTEM OF PROTECTED AREAS FOR CONSERVATION AND SUSTAINABLE USE IN THE VALDIVIAN TEMPERATE RAINFOREST

PIMS 1859

Atlas Project ID: 00051310



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PROJECT DATA

Project Name	Regional System of Protected Areas for Conservation and Sustainable Use in the Valdivian Temperate Rainforest
GEF ID	1207
UNDP PIMS ID	1859
UNDP Atlas "Award Number"	43826
UNDP Atlas "Project Number"	51310
Period of the Final Evaluation	October to November, 2013
Date of the Final Evaluation Report	November 28, 2013
GEF Focal Area	Biodiversity
GEF Operational Program	OP 3 (Forest Ecosystems)
GEF Strategic Priority	SP1 (Catalyzing the Sustainability of Protected Areas Systems)
Agency in charge of carrying out the Project	Initially, CONAMA; afterwards the EM (Environment Ministry)
Members of the Final Evaluation Team	Dr. Gonzalo Castro de la Mata V. Dr. Eduardo Fuentes Q.
Acknowledgements	To all those who have participated in interviews or have provided information for this evaluation (see Annexes III and V), especially Gonzalo Pineda, Marieli Alvarez, Fernando Aizman, Ignacio Molina, Nadia Mujica, Raúl O’Ryan, Helen Negret, Fernando Valenzuela, Aaron Cavieres, Leonel Sierralta, Alfredo Almonacid, Sandra Guaitro, Richard Velásquez, Waldo Vera and Patricia Naguil.

EXECUTIVE SUMMARY

Introduction

1. The purpose of the Final Evaluation (FE) of the Project “Regional System of Protected Areas for Conservation and Sustainable Use of the Valdivian Temperate Rainforest” was to determine the level of fulfillment of the objectives and targets, upon final completion of its implementation phase. For this purpose, the UNDP hired two evaluators, Dr. Gonzalo Castro de la Mata (International Consultant and Evaluation Leader) and Dr. Eduardo Fuentes (National Consultant), in accordance with the Terms of Reference in Annex 1. The evaluation was carried out on the basis of (i) review and analysis of the documents provided by the UNDP Office and the Project Coordinator (Annex II); (ii) interviews via Skype (Annex III); and (iii) field visits and conversations with Project participants between 21 and 26 October in both the administrative Regions in which the Project was implemented.
2. The Valdivian Temperate Rainforest is a temperate rainforest recognized worldwide for its spectacular aspect, its species diversity and the threat it is under because of the actions of man. The Project represents an effort to demonstrate various means of protecting the Valdivian Rainforest which are consistent with its conservation and sustainable use.
3. The Project was implemented initially by the National Environment Commission (CONAMA) and, following the latter’s transformation into a ministry, by the Environment Ministry (EM), in accordance with the directives from the UNDP-Chile regarding Nationally Executed Projects (NEX). The stakeholders or participants in this Project are many, and increased in number once the decision was made to divide the previous 10th Region in two, the Los Lagos Region and the Los Rios Region.

Design

4. The Project established an intervention strategy based on two main proposals: (i) to establish a framework favorable to setting up a Regional System of Protected Areas, and (ii) to lend support to activities in the field which would provide immediate protection to the exceptional biodiversity, and at the same time provide replicable models for this and other regions. The Project’s main objective would be achieved through pursuing five complementary Results:
 - Result 1: Regional structures for protected areas are operating, including appropriate and sustainable policies, financing, and institutions.
 - Result 2: Sustainable and replicable models for managing protected areas, by an NGO, are operating.
 - Result 3: Sustainable and replicable models for joint management of buffer zones (IUCN II-IV) are functioning.
 - Result 4: Sustainable and replicable models are in operation for management of protected areas by private entities and native communities (IUCN V-VI).
 - Result 5: That the persons and institutions which participate in the RSPA possess the knowledge and abilities necessary to carry out their responsibilities effectively.

5. The original design called for the establishment of a formal (legal) regional public-private entity for coordinating and supervising the RSPA as a component of a regional development strategy and that would support the National System of Protected Areas. It also included official recognition of the Regional System, including the native conservation territories, the conservation landscape and the buffer zones. As will be seen repeatedly throughout this evaluation, putting this plan into effect would have been extremely difficult because of the minimal influence a GEF regional project has in decisions made at the national level in a very centralized country such as Chile, as well as the absence of a clear and *a priori* agreement among the entities responsible for carrying out and implementing the Project, regarding what they hoped to achieve.

6. The original Log Frame contains a level of detail which does not allow much flexibility for adaptation, and it suffers various deficiencies: (i) the goal and objective are unrealistic, they are not sufficiently well defined and are open to interpretation, (ii) the indicators of each objective do not allow for measuring the degree of advancement toward the objective, (iii) Result 1, essential for achieving the goal and objective, is totally outside Project control, (iv) Results 2, 3, and 4 require developing “replicable and sustainable” models, which is very difficult to demonstrate in a Project of only 5 years’ duration, and (v) the targets under each indicator are far too ambitious and in most cases lack a baseline established with a methodology comparable to that used to measure change.

7. One very fundamental risk – and which should have been classified as “high” - was not even mentioned: the limited influence the Project would have on national policies regarding Protected Areas and regional management. In order to generate an “RSPA” (the main goal of the Project), such influence would have had to be much greater.

8. A GEF portfolio of projects related to Protected Areas in Chile was identified, which included several very relevant projects with which a formal relationship should have been established from the beginning; in particular the National Project for Protected Areas (GEF-UNDP), with which explicit coordination mechanisms should have been established given the obvious complementarity of both Projects. The evaluators consider this omission to be most serious.

9. The decision to have CONAMA, instead of CONAF (the entity in charge of managing Protected Areas in Chile), or both, in charge of executing the Project is considered to be a major weakness. The reason for this is the absence of formal coordinating mechanisms between the two institutions, the rivalry between them, and the vital need that the SIRAP Project experiences be able to influence national policies regarding Protected Areas. This negatively affected the Project, especially in relation to the training it was able to impart.

Implementation

10. The design phase was extremely long, but despite this and the great challenges posed by the Log Frame, no important adjustments were made during the initial phase. This lack of Log Frame

adjustment in the initial phase was due in part to uncertainties and additional delays which could have resulted from re-submitting the Project to the GEF Council. The MTE suggested important design changes, in particular the necessity to better define the goal and objective of the Project. The "Management Response" indicated acceptance of all the recommendations and included specific monitoring actions in order to expedite and follow up Project implementation. Regarding the most important recommendation, "To better define the Project operating model", a consultancy was included for designing an RSPA prototype; however, the evaluators consider that this recommendation was made very late (that report was not delivered until March 2013).

11. It has been found in this final evaluation that there was very intense participation of key stakeholders throughout the Project implementation phase, fulfilling the original Project design philosophy which called for the participation of a large number of people at all levels. The Project has been characterized for its substantial ability to incorporate a wide variety of stakeholders, and to generate numerous opportunities for dialogue where previously there were none.

12. The total joint financing received was 12% less than what had been promised; this difference is relatively small compared to results in other projects. In a similar manner, expenditures per Result were almost equivalent to the GEF commitments. The pattern of expenditures corresponds to that of a healthy GEF project, in which spending is slow during the first year, but accelerates once agreements and contracts are established, reaching peak spending toward the middle of the implementation period, and falling off again in the final year. This spending pattern indicates an adequate financial and administrative capacity on the part of the Project.

Project Results

13. As indicated previously, the Project suffered from design deficiencies regarding the Log Frame and consequently in the Monitoring and Evaluation System. As a result of the MTE, changes were made to the indicators and targets, but very late. Furthermore, annual execution indicators were absent. A third deficiency was the inadequate use of indicators of additional forest protection coverage achieved by the Project, since this was overestimated.

14. The UNDP played a key role in attempting to correct some of these situations and guide the Project toward more specific and measurable targets. In addition, an M&E specialist was hired in 2010 and remained with the Project throughout its final period of implementation. This made it possible to improve the technical accuracy of the M&E system and to better orient implementation. The evaluators recognize these efforts and the quality of the results. It should also be underlined that the UNDP repeatedly gave feed-back to the Project toward reaching the target of establishing the RSPA and of organizing and classifying the SIRAP Project's achievements, and this was accomplished, apparently, only in the last two months of the implementation phase. Despite these efforts to correct the situation, which were made very late, the Assessment for M&E is 3 (Marginally Unsatisfactory).

15. Regarding the Implementing Entity (the UNDP), a constant effort was made to support and accompany the Project from the beginning, including visits made by the Regional Technical Advisor, and the institutional record was maintained throughout the implementation process. As has already been stated, and as a result of the Mid Term Evaluation, the UNDP approved a Substantial Revision of the Project, but because of the scope of the main adjustments (regarding the Project Goal and Objective as well as its targets and indicators), the evaluation team considers that this Revision should have been in place much earlier in the implementation process. One important factor was the insistence of maintaining the Project Goal and Objective from the beginning of implementation, despite objections and the fact that they appeared to be clearly unachievable; as we have already mentioned, this resistance to change would have been motivated mainly out of fear that the GEF Council would not approve the changes.

16. One serious bureaucratic obstacle that was identified was in the area of pre-approval of acquisitions: every purchase or service contracted above US\$2,500 had to be handled through a public bidding process, and approved explicitly by the UNDP, because there were no "Full National Execution" agreements between the UNDP and the Chilean Government. Following incorporation of these observations, the Assessment for Implementing Entity is 5 (Satisfactory).

17. Despite the fact that it was impossible to fulfill the Project Goal and Objective, it is obvious that a great number of achievements were made on the political, institutional, financial and technical levels which merit recognition because they will serve as very relevant experiences and contributions toward strengthening Management of Protected Areas and Biodiversity in Chile. For this reason, and because of the low real relevance of the Project Goal and Objective, it is difficult to measure it against targets at this hierarchic level, so that whenever possible the evaluation attempts to point out the significant experiences developed, in a long term context. In this respect, the individual results are extremely significant and relevant as building blocks toward a future national system (decentralized, inclusive, public-private), independent of the design that the Republic of Chile eventually decides to adopt for this structure.

18. On the basis of the analysis that is the core of this report, it is not possible to assign a conclusive Evaluative Assessment regarding Goal and Objective, because of the scant connection between the target of the objective and the indicators utilized to measure it. Regarding the Results and on the basis of the results obtained, the Assessment is 6 (Very Satisfactory).

19. As for Relevance, the Project is not and could not have been relevant in relation to its ability to influence national policies regarding Regional Conservation Systems (RSPA's), and even less so regarding the Goal to establish an RSPA in the Valdivian Forest region. On the other hand, the pilot experiences carried out, especially all those under Result 2 (Management of Private Protected Areas), Result 3 (Sustainable Management in Buffer Zones), and Result 4 (Establishment of a Conservation Landscape) will leave extremely important lessons and experiences which without a doubt will serve to strengthen the System of Protected Areas in Chile and Biodiversity Conservation not only in the area of the Valdivian Forest but throughout the country as well. The Project's pilot experiences are of themselves

extremely important, because they serve to demonstrate that the National System of Protected Areas can be successfully complemented with local, municipal, regional and private initiatives, which together improve the quality of the landscape for biodiversity conservation. These experiences also indicate that there are numerous possible institutional arrangements which incorporate many national, regional and municipal stakeholders, that can be brought together in pursuit of these objectives. Some stakeholders who have participated in discussions over the new legislation for Biodiversity and Protected Areas presently being debated in the Chilean Senate, have been informed of all these Project achievements. From this point of view, the Project has been qualified as Relevant (2).

20. Regarding Effectiveness, the Project has implemented a series of demonstration initiatives which will serve as “building blocks” for future efforts to strengthen the System of Protected Areas in Chile. Many of these can be considered effective, because they accomplish the objective of biodiversity conservation and are incorporated within the structures and cultural realities present in the rural areas in the regions of Chile. Among these, the following can be underlined as particularly effective:

- a. The definition of Conservation Landscapes, where by means of voluntary incorporation, it is possible to combine the efforts and contributions of numerous local stakeholders in order to achieve biodiversity conservation,
- b. The work carried out in Buffer Zones, by means of systems which reduce pressure on forest resources without negatively impacting the inhabitants’ livelihood (and even, in some cases, improving it),
- c. Strengthening non-governmental or private organizations and involving them in establishing regional conservation zones,
- d. Incorporating native communities in activities which may improve their livelihood and which serve to improve the conditions of the habitats bordering on the protected areas themselves, and
- e. The inter-institutional cooperation mechanisms at the regional and local levels, incorporating national, regional, municipal and private entities, as well as individual local stakeholders (for example, landholders interested in environment conservation).

21. As for Efficiency, the Project has had to face two problems which reduced its efficiency: (i) lack of clarity in the design of its Goal and Objective, and (ii) limitations imposed by Acquisitions. On the other hand, the Project found ways to increase its efficiency, by means of establishing multi-institutional and multi-sectoral consulting and decision-making mechanisms, in addition to making a very careful choice of what demonstration projects to undertake in order to maximize their impact.

22. Regarding National Appropriation, and due to the fact that it was not possible to fulfill the Goal and Objective, the Project did not succeed in establishing a sufficient degree of national appropriation among the key entities who could have created one or more RSPA’s. However, at the regional and municipal levels, the result was very different: here there is a palpable, and even in some instances “enthusiastic” appropriation, among regional, municipal and local entities.

23. In regards to Sustainability of the results relating to the Project Goal and Objective, and given the fact that these were unreachable, by definition it is not possible to make an Assessment. However, many of the experiences carried out are perfectly sustainable by themselves, or as part of local, regional or even national initiatives. These “building blocks” demonstrate the compatibility which exists between the economically efficient management of productive activities (for example, sustainable forest management, firewood production, apiculture, pasture improvement for cattle, protection of forest corridors, etc.), and the conservation of critical habitats for biodiversity within a wider concept of landscape conservation (complementing a system of protected areas, or even in the absence of this). Since the Goal and Objective were “unreachable”, no Assessment is given. Under Results, the Assessment is L (Likely).

24. As for Impact, the evaluation results are similar to those for effectiveness and sustainability: in the absence of a coherent Log Frame, it is obvious that no impact was achieved for the Project Goal and Objective; however, considerable impact was achieved through the results. In this sense, the Project impact was significant: it succeeded in demonstrating that it is possible to develop and replicate numerous local as well as municipal and regional initiatives for improving biodiversity conservation on a sub-national scale. This is an extremely important scale, since it complements the national scale which depends fundamentally on the National System of Protected Areas. From this point of view, the Project has had a very significant impact. As in previous sections, due to the fact that the Goal and Objective were “unreachable”, no Assessment is given. However, concerning the Results, the Impact is Significant (5).

Conclusions, Lessons Learned, and Recommendations

25. As a general conclusion, the SIRAP Project cannot be measured against its initial objectives, because that would leave aside the Project’s most important contributions, that is the development of useful experiences complementary to Chile’s National System of Protected Areas with the purpose of conserving biodiversity. Many of these experiences can be considered “Best Practices” and should be retained, including the following:

- a. Definition of the Conservation Landscape,
- b. Work carried out in the Buffer Zones,
- c. Strengthening non-governmental and private organizations and incorporating them in establishing regional conservation areas, and the VCR example,
- d. Involving native communities in conservation, and
- e. The mechanisms for inter-institutional cooperation that were developed.

26. However, these achievements were accomplished in the context of a flawed Log Frame that should have been corrected in a more timely manner. The lack of clear definition of the Goal and Objective presented serious obstacles throughout Project implementation, and yet despite this

situation, the teams (both Project and UNDP personnel) managed to work through these difficulties in a positive manner and achieve successful results.

27. Regarding M&E, the achievement indicators could have been better chosen, and there were no execution indicators; the UNDP did not succeed in correcting these inefficiencies in time. In addition, there were inefficiencies relating to acquisitions. Finally, the formal corrections that were required were not made in a timely manner. The MTE took place relatively late and the Revision was carried out even later than that.

28. As for Lessons Learned, the following situations should be avoided in future:

- a. Lack of clear definition of the Goal and Objectives,
- b. Lack of Coordination with other relevant GEF Projects (NSPA),
- c. Lack of formal presence in national level policy discussions,
- d. Lack of formal involvement of key national entities (in this case, CONAF).

29. The following positive lessons need also be pointed out and should be applied or replicated whenever possible in other projects:

- a. Sub-national coordination mechanisms,
- b. The case of the VCR as an example of best practices in private conservation,
- c. Conservation on the part of native communities,
- d. Work in the Buffer Zones,
- e. Creation of Conservation Landscapes,
- f. Obtaining FNDR funds and other sources of financing for activities in buffer zones.

30. As has been stated previously, many of the activities developed and mechanisms put into operation constitute tremendously important and transcendent “building blocks” for strengthening management of protected areas in Chile and for biodiversity conservation. If indeed it is true that the Project has terminated, it is essential to maximize the sustainability of these experiences and the mechanisms set into motion, and therefore the following recommendations are offered:

- a. It is necessary to support the sub-national structures which have been put in place, and wherever possible, publicize them in order to facilitate their empowerment. Publicity through the national press should be considered, to make these experiences known as examples to be followed,
- b. It is vital that these experiences be organized, classified and divulged in an organized manner, at all levels, and through pamphlets, conferences, and informative meetings, especially at the level of the Central Government,
- c. The business cases can be of help in decision-making in other Regions, especially regarding the use of Chilean institutions and standard programs for extension and small-scale credit.

31. Because of the relevance of these experiences for the NSPA Project presently being implemented, it is recommended that the UNDP intervene officially and request that that Project incorporate and publicize these ideas within the context of the National System, ideally by adjusting the funding presently under implementation to achieve this purpose. Furthermore, it should: 1) strengthen the relationship between the Alhué and the San Pedro Conservation Landscapes, 2) organize a seminar on this subject with the participation of local stakeholders from both experiences as well as guests from other townships.

Summary of Assessments

<u>Area Evaluated</u>	<u>Assessment</u>
Monitoring y Evaluation	3 (Marginally Unsatisfactory)
Implementation Agency	5 (Satisfactory)
Fulfillment of Goal and Objective	N/A
Achievement of Results	6 (Very Satisfactory)
Relevance	2 (Relevant)
Sustainability of Goal and Objective	N/A
Sustainability of Results	L (Likely)
Impact (Goal and Objective)	N/A
Impact (Results)	5 (Significant)

ABBREVIATIONS

AANP	Andean Alerce National Park
ACCh	How to Conserve Chile (Association of Private and Native Conservation Initiatives)
AGASPP	Association of Private Protected Areas Park Rangers
AOP	Annual Operating Plan
BB NN	Public Lands and Properties Ministry
CANP	Coastal Alerce National Park
CIPMA	Center for Environment Research and Planning
CONADI	National Commission for Native Development
CO	Country Office (of the UNDP)
CONAF	National Forestry Corporation
CONAMA	National Environment Commission
EM	Environment Ministry
FNDR	National Fund for Regional Development
GEF	Global Environment Facility
GIS	Geographic Information System
GORE	Regional Government
IA	Implementing Agency
INDAP	National Institute for the Development of Agriculture and Animal Husbandry
IUCN/UICN	World Nature Union
LINR	Llanquihue National Reserve
M&E	Monitoring and Evaluation
MASISA	Chilean Forestry Company
METT	Management Effectiveness Tracking Tool
MTE	Mid-Term Evaluation
NEX	Projects of National Execution
NGO	Non-governmental Organization
PA	Protected Area
PGC	Project Guidance Committee
PIR	Project Implementation Report
PIU	Project Implementation Unit
PMU	Project Management Unit
PPA	Private Protected Area
PPA Valdivia	Union of Valdivian Private Protected Areas
PRODOC	Project Document
QPR	Quarterly Project Report
RSPA	Regional System of Protected Areas
SAG	Agriculture and Animal Husbandry Department
SENCE	National Department for Training and Employment

SEREMI	Regional Ministry Secretariat
SERNAPESCA	National Fisheries Department
SERNATUR	National Department of Tourism
SIRAP	Regional System of Protected Areas (abbr. Is the name by which the currently evaluated Project is known in Chile)
SNASPE	National System for State Wild Protected Areas
TR	Terms of Reference
TNC	The Nature Conservancy
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UACH	Southern University of Chile
VCR	Valdivian Coastal Reserve
WBG	World Bank Group
WWF	World Wildlife Fund

INTRODUCTION

32. The purpose of the Final Evaluation (FA) of the Project “Regional System of Protected Areas for Conservation and Sustainable Use of the Valdivian Temperate Rainforest (hereafter “the Project”), carried out between late October and early November 2013, was to determine the level of achievement of all its objectives and targets, once its implementation was completely finalized. For this purpose, the UNDP hired two evaluators, Dr. Gonzalo Castro (International Consultant and Evaluation Leader) and Dr. Eduardo Fuentes (National Consultant), in accordance with the TR (Annex 1).

33. In accordance with the TR, this evaluation has been carried out according to the GEF criteria, which include the following: Project Relevance, the Effectiveness and Efficiency of its implementation, its Results, and the Replicability and Sustainability of its achievements. Other GEF criteria for project evaluation include the validity of Project design, appropriation by the local, regional and national authorities and stakeholders, the degree of participation of stakeholders, financial planning, and its monitoring and evaluation. Finally, the GEF demands that the evaluation detail Lessons Learned and Recommendations on all aspects of the Project, including its Implementation and Execution.

34. This Evaluation was carried out on the basis of the following: (i) review and analysis of documents provided by the UNDP Office and the Project Coordinator (Annex II); (ii) interviews via Skype (Annex III); and (iii) visits to the field (Annex IV) and conversations with Project participants between October 21 and 26 in both of the administrative Regions in which the Project was implemented (Annex V). The persons interviewed and the sites visited were on the whole suggested by the Project Coordinator and the UNDP. Finally, on the basis of all the information previously compiled and analyzed, a report was prepared with the Assessments as indicated in the TR.

35. On November 4, a presentation of the Preliminary Findings was held in the presence of Project and UNDP staff members in Santiago, Chile, with some skype communications as well. On November 5, Dr. Eduardo Fuentes participated in a workshop in Santiago which finalized all Project activities.

36. Below there is a brief description of the Project and the context in which it was implemented, followed by the main findings, and finally, the conclusions, recommendations and lessons learned.

PROJECT DESCRIPTION AND CONTEXT

37. The Valdivian Temperate Rainforest is a temperate Rainforest recognized worldwide for its spectacular aspect, its species diversity and the threat it is under because of the actions of man. The Los Lagos and Los Rios Regions, in which the Project is carried out, represent geographically the greater part of the Valdivian Rainforest. The remaining Forest at present is to be found only in the Andes Mountains (where several State National Parks and National Reserves exist), and in the Coastal Range (where before this Project there were practically no protected areas). It should be pointed out that the coastal ecosystem (with nearly no protection) is more diverse than the Andean ecosystem (where there is more protection). In the Central Valley, between both mountain ranges, there is almost no Forest remaining, except in the more northerly area where there are still a few isolated wooded areas which almost join the two ranges.

38. The most important threats to the Valdivian Forest have had to do with land use changes (to agriculture, cattle raising, and forestry with exotic species), indiscriminate grazing in areas where the Forest has been selectively or totally logged, and massive extraction of firewood for both industrial and domestic use. Underlying all of this is a short-term view of nature only as a source of income, and a generalized low appreciation of this Forest even on the part of people involved in forestry (who speak of the forest as “over-ripe”, as requiring “rectification”, cutting it down or turning it into wood chips, and then replacing it with a single crop of “useful” species).

39. This Project represents an effort to demonstrate various ways to protect the Valdivian Forest which are consistent with its conservation and sustainable use. Originally, it was seen as an intervention only in the Coastal Range; but following the GEF policy changes, Strategic Priority 1 (SP1) was adopted, in other words, Establishing and Strengthening Protected Areas Systems. The original idea was to establish an efficient, multiple stake-holder and multiple-use Regional System of Protected Areas (RSPA) in the Los Lagos Region.

40. The Project developed an intervention strategy on the basis of two major actions. One consisted in establishing a favorable framework in which to establish a Regional System, and the other sought to support field demonstrations which would offer immediate protection to the area’s significant biodiversity, and at the same time provide replicable models for this and other regions. As part of the effort to establish a favorable framework for the System, the Project proposed to support establishing institutional, political and regulatory structures for the Regional System of Protected Areas, which would give long-term sustainability and the means for replicating the site-specific pilot experiences. This was to include the financial strategies and incentives which could be developed and adopted at the regional level. It would also include training programs and awareness activities in order to improve the level of practical knowledge and the capabilities of the public and private stakeholders involved, so that they would be able to fulfill their functions within the System.

41. The Project’s Goal would be fulfilled through five complementary Results:

- Result 1: Regional structures of protected areas are operating, with appropriate and sustainable policies, financing and institutions.
- Result 2: In operation sustainable and replicable models for administration of protected areas by an NGO.
- Result 3: In operation sustainable and replicable models for joint management of buffer zones (IUCN II-IV).
- Result 4: In operation sustainable and replicable models for protected areas managed by private entities or native groups (IUCN V-VI).
- Result 5: The institutions and individuals who participate in the RSPA have the knowledge and capabilities necessary to function effectively.

42. In order to fulfill the aforementioned Goal and Strategic Objectives, the Project would seek to: (i) establish a Regional Public-Private Entity for coordinating and supervising the RSPA as one strategic component within the regional development strategy, which would lend support to the National System in the application of its priorities and criteria, and in relation to the implementation of conservation systems in productive territories; and (ii) procure official recognition of the Regional System as well as the native conservation territories, the conservation landscape and the buffer zones.

43. In addition, the Project was to test a number of different formulas for addressing the issues of the System's long-term financial sustainability and that of its PA's, including the development of mechanisms for increasing incomes through PA management and other mechanisms for a better distribution of resources among the PA's within the System.

44. Furthermore, the Project was to furnish the Regions involved with new models for PA administration by an NGO (Valdivian Coastal Reserve, owned by TNC), in addition, testing different options for the management of buffer zones; to develop a new category called the Conservation Landscape, supporting demonstration pilot projects with private landowners and local communities located in the vicinity of the selected PA's. In like manner, they were to develop a model that would make it possible for native communities to set aside parts of their land for conservation and parts for sustainable use. Finally, the Project was to work toward strengthening the existing capabilities for protected areas management at all levels necessary to make it possible for these people to completely fulfill their new functions and responsibilities as part of a System. This was all to be accompanied by (i) a Communications Strategy; and (ii) a formal Program of Environment Education.

45. The Project was initially executed by the National Environment Commission (CONAMA) and, following its transformation into a ministry, by the Environment Ministry (EM), in accordance with the UNDP-Chile directives for Nationally Executed Projects (NEX).

46. The Project participants are many and increased in number following the decision to divide the former Los Lagos Region into the Los Lagos and Los Rios Regions. The Guidance Committee proposed indicates the major stakeholders:

- a. The Los Lagos Regional Environment Ministry Representative (SEREMI), as Project Director;
- b. The UNDP-Chile Program Officer;
- c. The Los Lagos Regional Governor, as Committee President;
- d. The Los Rios Regional Governor;
- e. The Los Rios Environment SEREMI;
- f. The Los Lagos Public Lands SEREMI;
- g. The Los Rios Public Lands SEREMI;
- h. The Los Lagos National Forestry Corporation Regional Director;
- i. The Los Rios National Forestry Corporation Regional Director;
- j. The Los Lagos Regional INDAP Director;
- k. The Los Rios Regional INDAP Director;
- l. The Los Lagos Regional CONADI Director;
- m. The Los Rios Regional CONADI Director;
- n. A Representative of the Municipalities where the Project is to be implemented, to be designated by the mayors themselves;
- o. A Representative of the participating NGO's;
- p. A Delegate of the private landowners whose forests are included in the SIRAP Project;
- q. A Delegate of the native communities participating in the Project;
- r. Two Representatives of the PPA's of > 50,000 hectarees;
- s. One Representative of the PPA's of < 5,000 hectarees;
- t. One Representative of the Universities;
- u. Two Representatives of the Williche Communities;
- v. Two Representatives of owners of Project intervention lands; and
- w. Two representatives of private enterprises.

47. In other words, these are all crucial stakeholders for the Project: the UNDP, the Los Lagos and the Los Rios Regional Governments, the Municipalities, NGO's, private landowners, native communities, owners of private PA's both large and small, regional universities, and private enterprises. This is without a doubt a complex Project from the point of view of the stakeholders involved.

48. The Project began officially on September 26, 2007, the Coordinator was hired in December of that year, and activities began in April 2008. The Project was to continue for 60 months, that is until September 2012. However, following the Mid-Term Evaluation (June 2011), the Project was re-organized, the Log Frame Matrix was modified, and the time frame for implementation was extended until September 2013.

49. Following the Mid-Term Evaluation, the Project suffered a Substantial Revision where those indicators which, being too ambitious and therefore seemingly unreachable, were eliminated, and

others were modified to make them attainable. One of the significant elements here was the fact that, as was stated in the Mid-Term Evaluation, the Project had not generated socio-economic and biological baselines at inception, which made it impossible to measure its progress. (In fact, it was not until October 2013 that the Project received the results of a baseline study and comparison with final status, from an outside consultant hired for that purpose.) The gauge for evaluating Project progress, therefore, is the list of indicators agreed upon in the Substantial Revision, rather than those proposed in the Project Document.

50. In order to comprehend this Project, it is necessary to take into account the fact that it suffered an extended gestation period during which significant changes occurred in Chile and in the GEF. In January 2001 when its design was under consideration, the Project was conceived as a way to implement non-governmental means for conservation in the Coastal Mountain Range and the Central Valley, where there were no state lands, where there were no protected areas, and where there existed a rich forest biodiversity with as yet no protection. At that time, the idea was that through options such as private owners, native groups and NGO's, it would be possible to demonstrate how these non-governmental entities could eventually serve as examples to follow in other parts of the country.

51. Later, when the GEF defined their strategic priorities with a focus on long-term consolidation of Protected Areas Systems (SP1) and interventions whereby the management of biodiversity would be based within the productive landscape (SP2), the Project designers opted to present it as an SP1 initiative, even though there were some obvious SP2 components. This occurred within a context where Chile, a very centralized country, really was not open to proposals for regional protected areas systems. The Project designers put forward a very risky challenge: that during its implementation, a legal framework would be approved for protected areas systems at the regional level. In point of fact, during the period of Project implementation, debates were held regarding legislation for protected areas, but no law was passed, and the idea of *regional* protected areas was never even discussed. Therefore, the Project had to work without a legal framework in which to sustain an RSPA, at best only being able to produce "building blocks" for what might one day be an initiative for establishing protected areas in the Region, and to establish collaborative mechanisms between the PPA's and SNASPE areas, for coordinating public and private efforts for conservation and sustainable use of biodiversity.

52. It is also important to consider the fact that the Project has been very innovative: in Chile there is no established norm or recognition of the existence of buffer zones surrounding the protected areas, nor of "corridors", nor of conservation landscapes, nor recognition of the existence of native protected areas. In other words, the Project had to generate these changes in perception, demonstrate them, and assist in establishing the legal instruments. **Another important aspect to consider is the fact that the Los Lagos Region in which the Project initiated its implementation was later divided into a Los Lagos Region (southern) and a Los Rios Region (more northerly), which forced the Project to duplicate many of its efforts.** In addition, the Project has had to address many other issues during its implementation, such as changes of Project Director, changes in the

EM, changes in the Regional Governments and Township authorities, as well as changes of UNDP personnel in Chile.

RESULTS

53. In this section we present the results of the Evaluation and the Assessments for those categories subject to evaluation (with the exception of Relevance, Sustainability and Impact), in accordance with the GEF scale, and applying a color code to facilitate rapid interpretation (Table 1):

Table 1 – Assessment According to the GEF Evaluation Criteria

Points	Abbreviation	Assessment
6	HS	Highly Satisfactory
5	S	Satisfactory
4	MS	Marginally Satisfactory
3	MU	Marginally Unsatisfactory
2	U	Unsatisfactory
1	HU	Highly Unsatisfactory

DESIGN AND DEFINITION

54. As mentioned above, the original design called for establishing a formal (legal) entity of a regional and public-private nature for coordinating and supervising the RSPA as a component of regional development strategy and which would support the National System of Protected Areas in applying its priorities and criteria, and regarding implementation of conservation systems in productive territories. It also called for achieving *official recognition* of the Regional System, including the native conservation territories, the conservation landscape and the buffer zones. These were extremely ambitious objectives since it could be said that they presupposed that Chile's national Protected Areas policies could be influenced by just one Region, and in particular, through a GEF project.¹

55. Specifically, the Project's Goal was to contribute to launching an efficient and representative National System of Protected Areas incorporating conservation and sustainable use and that supports

¹ Since most of the official definitions related to the Project are to be found in documents written in the English language, we have wherever possible used the terms in the original Spanish version of this Report as recommended in the TR, hoping in this way to avoid re-translations that could lead to errors.

national and regional development goals. The Objective was “to design an efficient, multi-stake-holder multiple-use Regional System of Protected Areas (RSPA) in the Valdivian Region”. As will be seen over and over again throughout this Evaluation, putting this vision into operation, that is to say translating the Project’s goal and objective into real results, was extremely difficult to achieve because of the scant influence of one GEF project in one Region, on national policy decisions in a unified and very centralized country, as well as the absence of a clear *a priori* agreement between the implementing and executing agencies as to what they hoped to achieve. In effect, throughout the evaluation process, we received very different answers from the numerous participants regarding what “a Regional System” really signifies. The answers varied from emphasizing the near independence of the Region to almost complete dependence on a central system with regional appendages.

USE OF THE LOG FRAME

56. The original Log Frame (pages 69 to 73 in the PRODOC) includes a level of detail far above what would have allowed for the flexibility required for adaptive management, and also suffers from the following deficiencies:

- a. As has been stated, the Goal and Objective are not realistic, are not sufficiently well defined and are subject to interpretation,
- b. The objective indicators do not make it possible to measure progress toward the objective. In other words, even if the targets were to be reached for each indicator, it is not possible to verify that the objective has been fulfilled, since these indicators measure area under protection, management effectiveness, reduction of fire damage, and contribution to the local economy, but do not measure the design and implementation of a Regional System,
- c. Result 1, “The regional structures of protected areas are operating, including the appropriate and sustainable policies, financing and institutions”, as basic as it is for achieving the Goal and Objective, are totally outside the Project’s control,
- d. Results 2, 3, and 4 require developing “sustainable” models, something which is very difficult to demonstrate within a Project of only 5 years’ duration, and
- e. The indicator targets are too ambitious and in most cases lack a baseline established via a methodology comparable to that used to measure the changes.

57. In conclusion, the Evaluators have found that the original Log Frame was too detailed, too ambitious, and left too little space for adaptive management. The lack of clarity (and agreement) regarding the Goal and Objective is considered a very serious deficiency in design that occurred at a hierarchic level extremely important for any project. This situation did not cease to generate problems for Project implementation, as we will see repeatedly. Despite all of this, the Project managed to “navigate” through these difficulties successfully.

SUPPOSITIONS AND RISKS

58. In the Table of risks and suppositions (page 41 of the PRODOC) a total of 7 risks are identified (2 low level and 5 medium level). One of the medium level risks identified was “the ambitious nature of the Project”, and as a measure of mitigation, a proposal was made for a 3-month initial phase to carefully plan Project implementation. However, one fundamental risk was never identified and which should have been qualified as “high”: the limited potential of the Project for influencing national policies regarding Protected Areas and their management at the regional level. And it was vital that those policies be influenced in order to make it possible for an RSPA to be established (the Project’s Goal).

LESSONS FROM OTHER PROJECTS APPLIED DURING THE DESIGN PHASE

59. In the Table of lessons learned from other projects (pages 42 and 43 of the PRODOC), several key lessons are identified which are relevant to this Project, among them the need to generate the participation and support of all involved sectors and agencies, in the management of Protected Areas, as well as the need for clarity regarding the Goal among all the participating agencies. Despite the fact that these lessons were specified in the PRODOC, it will become clear that these were not taken fully into account during Project design.

PARTICIPATION OF KEY STAKEHOLDERS

60. The Project was designed with a perspective of strong and real participation of key stakeholders at several levels, including a diversity of participants from both the public and private sectors. This aspect of the Project was very well designed and addressed the needs of a project of this magnitude.

REPLICABILITY

61. Several explicit replication strategies were identified, including mechanisms both within the Region and outside of it. In effect, many of the Project’s results are experiences whose purpose is to demonstrate, and therefore replication is vital to maximize their impact. Result 5 incorporated explicit replication mechanisms financed by the Project. This aspect, too, was well designed and more than adequately met the requirements of an initiative of this nature.

COMPARATIVE ADVANTAGE OF THE UNDP

62. The PRODOC offers a satisfactory explanation of the comparative advantages and the value added of the UNDP in this Project's implementation, based on the UNDP's priorities and experiences in Chile, as well as their ample experience in implementing protected areas projects and GEF projects in that country (see following section).

RELATIONS WITH OTHER PROJECTS AND INTERVENTIONS IN THE SECTOR

63. The PRODOC specified the existence of a GEF portfolio about Protected Areas in Chile which included several very relevant projects with which formal relations should have been established from inception. Among these were the "GEF Marine" Project (implemented by the UNDP), the GEF "Mediano de Cantillana" Project (GEF-UNDP), and the National Protected Areas Project (GEF-UNDP), which was in its "Block-B" design phase under the UNDP itself, at the time the PRODOC for this Project was being defined. Despite the fact that it was stated explicitly that the National Project was to serve as a sort of "umbrella" under which the SIRAP Project would be complementarily inserted, explicit coordination mechanisms between the two projects were never developed, until after this Project's MTE detected this deficiency. The authors of this Evaluation consider this to be a very serious omission.

IMPLEMENTATION AGREEMENTS

64. The PRODOC mentions the implementation agreements in great detail, including execution of same initially by the National Environment Commission (CONAMA) and, following its transformation into a Ministry, by the Environment Ministry (EM), in accordance with the UNDP-Chile directives for Projects under National Execution (NEX). The multiple stakeholders active in the Project have already been specified in previous sections, and these increased in number once the decision was made to divide the former 10th Region into a Los Lagos Region (X) and a Los Rios Region (XIV). The Project Guidance Committee (PGC) proposed in the PRODOC was to include a large number of stakeholders. From a design point of view, this large number of PGC participants could have developed into an important obstacle to decision making, something which fortunately did not occur, as we will see below. Nonetheless, we must add that because of its numerous membership, it was not possible for the Committee to meet more than once a year, to approve the POA, and they were therefore not able to fulfill a true guidance capacity.

65. The decision to have CONAMA in charge of implementing the Project, instead of CONAF, the entity responsible for managing Chile's Protected Areas, (or a combination of both), is considered to be a significant weakness of the Project. And this because of the lack of formal coordination mechanisms between the two, rivalries that developed between them, and how vital it was that the SIRAP Project experiences have some influence on national policy-making in the realm of Protected Areas. As we will see, this situation had a negative effect on the Project, especially regarding its ability to carry out training activities.

66. Regarding this point, the Mid-Term Evaluation states the following: “as was reported, the Project was conceived in 1996 in the Agriculture Ministry, the institution in charge of managing the State System of Protected Areas (SNASPE) via CONAF. When the decision was made to concentrate the GEF projects within the National Environment Commission (CONAMA), Project design was handed over to that entity in 1999.” The MTE also states that “according to the UNDP, during the PDF-B phase, an attempt was made to involve CONAF; however, establishing a real working relationship was not feasible. This lack of involvement has meant a lost opportunity for the Project to have benefited from CONAF’s vast Protected Areas management experience accumulated over several decades.”

67. The present Evaluators insist that this is a major omission and we believe that there should at least have been an arrangement whereby the EM and CONAF implemented the Project jointly.

PROJECT IMPLEMENTATION

68. One very important characteristic of the Project is the extremely long period of time which elapsed between initial Project conception and its implementation and finalization. Table 2 indicates the time elapsed during the different phases of the Project: conceptualization, design, implementation, and evaluation. It is obvious that these were not optimum time periods, for the following reasons:

- The Project was conceived for the first time in 1996, but its implementation was not completed until 2013, that is to say 17 years later. How could it have been possible to maintain its relevance and validity over such a long period?
- The conceptualization and formal design period lasted twice as long (11 years) as its implementation period (6 years),
- The Mid-Term Evaluation was carried out relatively late in the process (2011), so that its possible impact on Project management was reduced.
- The Management Response to the MTE came out even later (August 2012), whereas the Substantial Revision was not formally approved until December 2012, just a few months before Project termination (September 2013).

Table 2 – Design and Implementation Indicating Key Dates in the Project’s History

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Initial Project Conception															
“Pipeline Entry”															
Block-B															
GEF CEO Approval															
Implementation															
Mid-Term Evaluation															

Ajustments in Response to the MTE															
Formal Management Response to MTE and Substantial Revision															
Final Evaluation															

69. Nevertheless, the UNDP expedited implementation of the MTE results immediately upon its completion, without awaiting formal procedures, and this to a certain degree made it possible to make some corrections in a relatively timely manner. Among these were the following: setting up a Monitoring Committee, consisting of the national director, the national chief of Biodiversity, the Project's technical counterpart, the Project Coordinator, the Project's Monitoring specialist, the UNDP Program Officer, the professional in charge of the Project in the UNDP Country Office and the Regional Advisor in those strategic meetings which required her presence; introduction of Pluriannual Planning (something which should have been done from inception); adjustments to the Log Frame; adjustments in Project spending, and advance payments for amounts between US\$30,000 and US\$60,000. The Substantial Revision was completed in August 2012.

CHANGES IN PROJECT DESIGN

70. Despite the excessive period of time elapsed during the design phase, and the tremendous challenges posed by the Log Frame as explained above, no important adjustments were made during the inception phase. According to the MTE, in the Inception Workshop, held in May 2008, only minor changes were made in targets and indicators. The MTE states that "one deficiency discovered in this process was the fact that the Project was not completely certain to have followed exactly the procedures for gaining official approval of these changes by the New York UNDP Headquarters; another deficiency was that they did not make the substantial changes needed for successful achievement of the Project objectives, such as a strategy for fulfilling its final objective, which is to improve conditions for biodiversity conservation in the Regions included in the Project."

71. This lack of adjustments to the Log Frame in the inception phase was in part due to uncertainties and additional delays which could have been generated by re-submitting the Project to the GEF Council. This is understandable, considering the long gestation period the Project had already suffered due at least in part to changes in the GEF's priorities throughout its extended phases. In this case, we are faced with a situation where procedures have worked against a project's need for real adjustments, and this is a matter which must be thoroughly understood and corrected.

72. In the MTE, significant modifications were recommended, including the following which we wish to emphasize:

- a. To clarify the Project's functional model. In particular, we must emphasize the aspect mentioned above and which is key to this evaluation: "In order to revise the Log Frame, it is essential to first clarify the conceptual framework of the Project, and then modify the specific indicators. In order to clarify the conceptual framework for an RSPA, it is necessary to take into account that Chile has defined itself as a national, decentralized country: that is to say, it is not federated with intermediate governmental entities independent from the national government. This means that a Regional System of Protected Areas, while it cannot be independent of the National System, cannot either just be an inconsequential annex or a mere vehicle for transmitting decisions and instructions adopted in the country's capital, because beyond the formal requirement of decentralization, there are a series of actions, decisions and proposals regarding the Protected Areas which can only be made in the Region itself and not at the central level,"
- b. As a logical consequence to the previous observation, revise the Log Frame and obtain approval by the UNDP GEF Headquarters in New York,
- c. Generate Baselines for the Initiatives, in order to be able to measure what changes are attributable to the Project,
- d. Revise the Project's organigram: Activate a Project Follow-up and Guidance Committee,
- e. Adjust items of Project expenditures,
- f. Define mechanisms for facilitating budget implementation,
- g. Reinforce UNDP presence and administrative support for the purpose of coordinating with other projects,
- h. Provide technical support in Management of Protected Areas and Conservation
- i. Reinforce training processes for park rangers of both public and private areas,
- j. Reinforce the process of follow-up and monitoring of activities,
- k. Organize and classify the experiences, and
- l. Generate an Exit Strategy.

73. In the Management Response of 10 de August 2012, all the recommendations were accepted, and it included specific follow-up activities to facilitate and monitor their implementation. Regarding the most important of them, "Clarify the Project's functioning model", a consultancy was arranged for designing an RSPA prototype. These Evaluators wish to point out the lateness of their response (the report was received in March 2013), making it practically impossible to divulge, discuss or agree upon an RSPA model, much less make any substantial changes in the Project, thus depriving this important aspect of the MTE of its relevance. Furthermore, it is the opinion of these Evaluators that the consultant has not proposed a general organigram and has left too many ambiguities regarding responsibilities and capabilities in what would be an RSPA integrated into a National System of Protected Areas. The consultant's report, in our opinion, seems to be more of a working document than a concrete proposal for an RSPA as you would expect to find after a five-year project whose central objective was to establish just such a system.

74. The suggestions contained in the MTE led to a Substantial Revision of the Project approved by the UNDP on 12 December 2012, in other words, just a few months before Project termination. The

Substantial Revision extended the Project officially until September 2013. In addition, changes were made to the Log Frame, but their late approval made it difficult to expect any impact in Project implementation. Nonetheless, as mentioned earlier, the UNDP began implementing some of the important changes proposed in the MTE immediately upon being informed of them.

PARTICIPATION OF KEY STAKEHOLDERS

75. In this Final Evaluation, it was observed that the participation of key stakeholders during Project implementation was intense, in accordance with the original design philosophy that called for the participation of a large number of key stakeholders at all levels.

76. The Project is characterized by its enormous ability for attracting a great diversity of participants, and of establishing numerous opportunities for dialogue where previously these did not exist. These Evaluators observed many instances for participation, both formal and voluntary, and included many stakeholders which can be classified in the following categories:

- a. Regional Government: Regional Governors, Members of the Regional Councils, Committees for Project Planning and Analysis, etc.,
- b. Municipalities: Mayors, Council Members, Municipal Administrators, Department Heads,
- c. Regional Ministry Representatives (SEREMI's) of the Environment, Agriculture, etc.,
- d. Native Communities,
- e. Peasants from the Buffer Zones of the Protected Areas or within biological corridors,
- f. Universities,
- g. Non-governmental Organizations, including *Así Conserva Chile* (established with Project support), TNC, and the WWF,
- h. Regional Directorships of State Institutions (CONAF, SERNATUR, INDAP, BB NN),
- i. The Media,
- j. Private Landowners,
- k. Park Rangers,
- l. Forestry companies (MASISA, Arauco),
- m. The Chilean Armed Forces.

77. It is important to consider that upon initiating Project implementation, Chile's Tenth Region (Los Lagos) was divided into two regions (Los Lagos, or Tenth Region, and Los Rios, or Fourteenth Region), on 2 October 2007. As a result of this, the Project had to adapt to this new reality which in many cases signified having to duplicate the number of stakeholders with whom they had to become involved because of the new regional structures that were generated, and without the aid of additional funding to confront this new reality. The Evaluators consider that this in itself was a significant achievement, because it showed flexibility, the ability to adapt, and also efficiency in the management of resources.

FINANCIAL ASPECTS

78. The Project, upon approval, had the following financial backing (Table 3):

Table 3 – Approved Financing

GEF	US\$4,707,000
Public Joint Financing	US\$4,042,767
Private Joint Financing	US\$11,569,000
TOTAL	US\$20,361,534

79. Table 4 indicates that the total joint funding received was USD 17,889,787.26, that is to say, USD 2,428,376.74 less than the amount committed (12%). This difference is relatively small compared to other projects, where joint financing tends to fall after being approved. At the same time, execution of the GEF funds was almost complete at the time of this Evaluation (USD 4,525,740.26). The difference has been earmarked for the closing workshop and similar expenses, which will leave a final difference of zero between the funds committed by the GEF and Project expenditures.

80. Similarly, costs per Result were quite closely equivalent to the GEF commitment. The differences correspond to internal Project shifts.

Table 4 – Joint Financing

	<u>GEF</u> <u>Project</u> <u>Doc.</u> <u>US\$</u>	<u>GEF</u> <u>FUNDING</u> <u>SPENT</u> <u>US\$</u>	<u>JOINT</u> <u>FINANC-</u> <u>ING</u> <u>ProDoc.</u> <u>US\$</u>	<u>JOINT</u> <u>FIN</u> <u>ANCING</u> <u>SPENT</u> <u>US\$</u>	<u>TOTAL</u> <u>ProjectDoc.</u> <u>US\$</u>	<u>TOTAL</u> <u>SPENT</u> <u>US\$</u>
<u>RESULT 1</u>	1,089,500	1,043,581.24				
<u>RESULT 2</u>	430,000	382,478.10				
<u>RESULT 3</u>	980,000	904,760.36				
<u>RESULT 4</u>	882,000	911,387.83				
<u>RESULT 5</u>	1005.000	960,986.02				
<u>ADMINISTRATION</u>	320.500	309,714.53				
<u>gain and losses</u>		12,832.18				
<u>UNDP</u>		115,075.15				

<u>Administration Costs</u>						
<u>TOTAL</u>	4707,000	4525,740.26	15611164	13364047	20,318,164	17,889,787.26

81. The summary of joint financing (Table 5) indicates that government joint financing (the shaded items) is substantially higher than non-governmental joint financing (equal to what was committed as indicated in the Project Document). Non-governmental joint financing reached a total of USD 10,007,431 and 91% of this was from the TNC donation. Private joint financing was somewhat less than the amount committed in the Project Document, USD 1,561,569 (13%). State joint financing was also a bit less than expected, a total of USD 3,686,994 versus USD 4,042,767, that is USD 355,773 (3% less). Table 5, provided by the Project, does not include Municipal joint financing. If this had been included, joint financing would have been even higher. Therefore, in general, it can be said that joint financing results were good and almost reached expectations.

Table 5 – Summary of Joint Financing

INSTITUTION	COMMITMENT PRODOC US \$	2009	2010	2011	2012	2013	Accumulated
Los Lagos Regional Government	986,776	0	21,988		480,000	1,676,100	2,178,088
Los Ríos Regional Government	0			556,522			556,522
CONAMA	248,491	62,006	50,269	68,843			181,118
Environment Ministry	0			24,243	41,084	162,715	228,042
INDAP LOS RIOS	1,468,966	0		9,848	27,014	18,000	54,862
SAG	196,552	0					0
CONAF National	17,241	0			3,800	3,000	6,800
SENCE	96,552	0			1,000		1,000
CONAF Regional	87,931	0		23,522	2,500	3,700	29,722
CORFO	689,655	0			1,240	449,600	450,840
INFOR	250,000	0					0
WWF	1,010,000	0	2,500	4,348		814,000	820,848
GIA	26,000	0	90,887	3,696			94,583
PFNM Network	30,000	0	0				0
Vertientes Corporation	3,000	0	0				0
TNC	10,500,000	7,800,000	321,000	321,000	300,000	350,000	9,092,000
Subtotal	15,611,164	7,862,006	486,644	1,012,022	856,638	3,477,115	13,694,425

82. Project implementation as regards GEF funds increased steadily throughout the 6 years (see Table 6). During 2007 only USD 323.71 were spent, but in the following years the amounts were approximately USD 257,000, USD 460,000, USD 621,000, USD 910,000, USD 1,090,000 and USD 1,187,000.

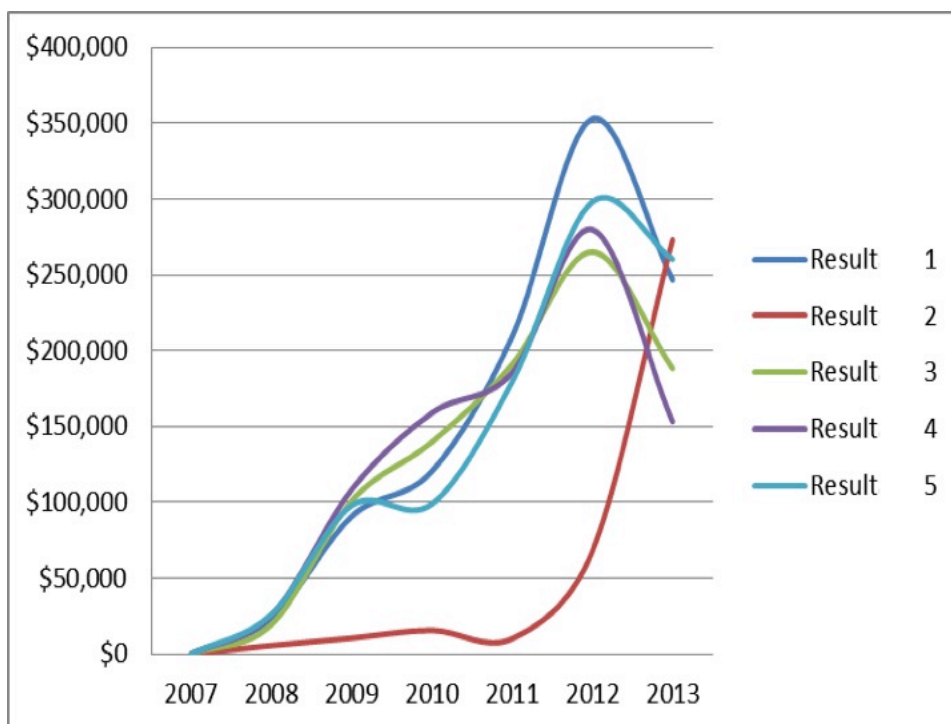
Table 6 - Ejecution by Component and by Year

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>FINAL</u>
<u>RESULT 1</u>	323.71	23,205.24	90,780.78	120,499.77	209,229.23	352,748.61	246,793.9	1,043,581.24
<u>RESULT 2</u>	0,00	5,526.85	10,440.08	15,674.14	10,081.25	67,677.33	273,078.45	382,478.10
<u>RESULT 3</u>	0,00	19,499.69	100,997.89	139,777.29	191,018.40	265,135.00	188,332.09	904,760.36
<u>RESULT 4</u>	0,00	25,596.07	108,408.60	158,964.18	185,428.78	279,785.35	153,203.85	911,387.83
<u>RESULT 5</u>	0,00	26,220.91	97,950.76	98,983.38	179,413.42	298,131.80	260,285.75	960,986.02
<u>MANAGEMENT</u>	0,00	157,243.41	50,915.68	87,689.84	130,413.18	-181,513.77	64,966.19	309,714.53
<u>“GAINS AND LOSSES”</u>	0,00	-202.26	526.11	222.12	4,428.53	7,857.68	-	12,832.18
<u>UNDP Administration Costs</u>	0,00	3,428.00	9,006.45	29,352	40,508.61	32,780.09	-	115,075.15
<u>TOTAL</u>	323.71	257,089.91	460,020.90	621,810.72	910,012.79	1,089,822.00	1,186,660.23	4,525,740.26

83. Figure 1 is a graph illustrating this spending curve. What can be seen is a typical spending pattern of a healthy GEF project, where spending is very slow during the first year, but accelerates once hiring and agreements are established, reaching its peak around the middle of the implementation period, and falling off again during the last year. This spending curve reflects an adequate level of administrative and financial management on the part of the Project.

84. Figure 1 also shows that spending in most of the components followed a similar pattern, except for Result 2, “In operation sustainable and replicable models for protected areas administration, by an NGO” and regarding implementation of activities in the Valdivian Coastal Reserve. In an ordinary project, this spending pattern could signify weaknesses in spending capacity, but in this particular case, as we will see below, it is the exact opposite: the presence of a very strong strategic partner (TNC), who did not require to spend funds except under very specific circumstances.

Figure 1- Project Spending Curve



MONITORING AND EVALUATION

85. As has been mentioned in the section about Design, the Project suffered deficiencies, especially regarding the Log Frame and therefore the Monitoring and Evaluation System. Changes were made to the indicators and targets following the MTE, but very late.

86. Another serious deficiency, in the opinion of these Evaluators, was the lack of execution indicators by year throughout the Project's duration. Apparently, there had not been an agreement among the participants regarding establishing these indicators. This made it impossible to monitor progress toward fulfilling the targets, thus depriving the Project of a potentially very useful management tool.

87. A third deficiency observed has to do with the inadequate use of protection indicators for additional forest cover achieved by the Project: this is overestimated. The indicators utilized take as the protected forest area, the total surface of the landholding participating in the Conservation Landscape, even when the forests to be protected only represent a fraction of this. In other words, the coverage indicators utilized actually measure land use systems, rather than the forest cover. These indicators (of agro-pastoral systems, for example) are extremely useful to the GEF, in the context of Strategic Priority 2 under the focal area of Biodiversity (Conservation in Productive Landscapes). In other words, the Project has in reality made a significant contribution to GEF's targets in productive landscapes; unfortunately, these contributions have not been correctly reported. In addition, the Project's achievements in increasing protection of the forest cover have been overestimated. In future, these indicators could be useful for measuring progress under UICN Category VI, but at present this is not possible because in Chile this Category does not yet exist.

88. The UNDP played an important role in trying to correct some of these situations and direct the Project toward more specific and measurable targets. Furthermore, in 2010 an M&E specialist was hired who worked with the Project during its last implementation period, and this helped to improve the M&E system's technical quality and to guide its implementation. The Evaluators wish to underline these efforts and the quality of the adjustments made.

89. However, we also find questionable that the consultancy which was not completed until the end of Project implementation should have proposed baselines which were generated using a different methodology than that used to evaluate Project achievements. In the Evaluators' opinion, this represents a serious implementation deficiency. In our opinion, the UNDP should have demanded that baselines be established in the first year of implementation.

90. It is however to be recognized that the UNDP insisted repeatedly in the goal of establishing the RSPA and in organizing and classifying the SIRAP Project's achievements, and this was apparently not accomplished until the last two months of implementation.

91. In spite of the efforts made to correct the situation, which came late, the Assessment for this section is:

M&E: 3 (Marginally Unsatisfactory)

OPERATIONAL ISSUES REGARDING THE EXECUTION AND IMPLEMENTATION AGENCIES

92. Regarding the Implementation Agency (UNDP), it is evident that a constant effort was made to support and accompany the Project from inception. This effort included four visits to the Project on the part of the Regional Technical Advisor for the purpose of supervising its implementation and offering guidance. In spite of some relatively minor changes in the UNDP Program Staff in Chile, the institutional memorandum has been maintained throughout the implementation process, and concern for supporting the Project has been significant, especially during the second execution stage.

93. As stated previously, and as a result of the Mid-Term Evaluation, the UNDP approved a Substantial Revision of the Project; however, given the importance of the main adjustments made (regarding the Project's Goal and Objective as well as its targets and indicators), this Revision should have been made much earlier during the implementation period. In our opinion, it is the Implementation Agency's responsibility (in this case the UNDP's) that the MTE was not carried out in a timely manner.

94. One very significant and negative aspect, in the Evaluators' opinion, is the insistence in maintaining the Project's Goal and Objective from Project inception, in spite of resistance among the implementation staff, as these were in all evidence unattainable and did not consider Chile's political and institutional context. As mentioned earlier, the main cause of this resistance was fear that the GEF would not approve an initiative that was not clearly SP1 or SP2. In other words, it was feared that the GEF Council would not approve a mixed project and that this would generate even more delays than had already occurred. In any event, this is an important issue where, in the Evaluators' opinion, concrete practical questions should outweigh formalities.

95. On the positive side, both Evaluators find that the pilot experiences generated by the Project are extremely significant and can serve as the basis for a complete and strengthened National System, even in the absence of a formal "RSPA". Furthermore, these experiences make a significant contribution to GEF's Strategic Priority Nº 2 in Biodiversity (Conservation in Productive Landscapes), although these contributions are somewhat lost in the Project design as it was adopted. In other words, some very useful and important results have been achieved, but in the absence of a conceptual framework which could have placed them in the proper context.

96. According to the 2011, 2012 and 2013 PIR's, there were considerable delays in contracting key consultancies and in generating important products. According to the UNDP Country Office (CO), these delays were due to the Executing Staff's inadequate understanding of the UNDP's administration and acquisitions. However, the Evaluation Team discovered a

serious bureaucratic obstacle regarding the levels of pre-approval for acquisitions: every contract or expense above US\$2,500 was subject to public tender and had to be explicitly approved by the UNDP. This extreme level of supervision on the part of an Implementation Agency is not appropriate, although the UNDP Country Office staff explained that this was the result of the lack of agreements between the UNDP and the Chilean Government regarding “Full National Execution”, and at no time was it the CO’s intention to hinder Project execution. After all, the UNDP managed to arrange some expenditures of between USD 30,000 and USD 60,000 which helped implementation. However, the Evaluators also heard complaints regarding, among other things, the inflexibility of UNDP procedures regarding requirements for suppliers and tenderings, particularly inappropriate in the case of a project being implemented in Southern Chile, far from the variety of suppliers available in Santiago. These are procedures which can easily become obstacles and which have obviously had a negative effect on the efficiency of Project implementation. All possible measures should be taken to correct this so as to avoid similar problems developing again in future.

97. On the basis of the above observations, the Assessment for this section is as follows:

IMPLEMENTATION AGENCY: 5 (SATISFACTORY)
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PROJECT RESULTS

98. Even though it was impossible to fulfill the Project’s Goal and Objective, it is obvious that many achievements have been made on the political, institutional, financial and technical levels which merit being emphasized because they can serve as important input and very relevant experiences toward strengthening the Management of Protected Areas and Biodiversity in Chile. For this reason, and because of the low real relevance of the Project’s Goal and Objective, it is very difficult to measure it against targets at this hierarchic level and whenever possible, in the Evaluation we will attempt to emphasize the significant experiences developed, in a long-term context. In this respect, the individual results obtained are extremely significant and relevant as support elements for a future national system (decentralized, inclusive, public-private), whatever design the Chilean Republic should eventually adopt for such a system.

99. Table 7 summarizes the degree of progress the Project achieved toward the Objective and each of the 5 Results. The following color key is used to facilitate visualization of these.

Level of Achievement	Color Key	Assessment
Achieved		HS and S
Significant		MS and MU
Not Achieved		U and HU

100. Table 7 illustrates the incongruities in the Log Frame regarding the Project's Objective: although most of the indicators have been fulfilled, the Objective has not been reached.

101. Regarding Result 1, "Regional structures of protected areas are operating, with established, appropriate and sustainable policies, financing and institutions", important progress has been made, despite the fact that this Result by itself is not attainable in a context where no RSPA exists. In spite of this, a series of regional coordination structures have been established incorporating numerous stakeholders, including Municipalities and SEREMI's; the "*Así Conserva Chile*" association has been established through Project support; numerous local stakeholders have been incorporated into the structure for managing the Conservation Landscape in the Los Rios Region; new sources of funding (FNDR) have been channelled for direct support of these objectives; new management categories have been established as pilot projects (Native Territories); and key stakeholders have had the benefit of training. However, it is obvious that there is no RSPA in operation, as we have pointed out in previous paragraphs.

102. Regarding Result 2, "In operation sustainable and replicable models for protected areas administration under an NGO", the Project has been very successful through the support given to the Valdivian Coastal Reserve (VCR). This Reserve is a true example of a well-conducted private conservation initiative, with enthusiastic and effective administration, management plans with clear objectives, and a tremendous effort to relate positively with the neighboring communities.

103. As for Result 3, "In operation sustainable and replicable models for joint management of buffer zones (UICN I-IV)", the Project has been highly successful, both in the Los Lagos and the Los Rios Regions. The Project achieved joint management between a PPA (the VCR) and a SNASPE area (the Coastal Alerce National Park). Despite the fact that the "Buffer Zone" concept had not been officially accepted in Chile, the Project managed to obtain and implement additional FNDR funding as well as funds from the regular MINAGRI budget for a series of successful pilot experiences, which demonstrate the importance of working with the communities in the vicinity of the Protected Areas in order to guarantee their support and reduce pressure on these areas. The Project successfully implemented initiatives in apiculture, internal farm zoning, improving farm productivity, sustainable firewood production, forestry management, and tourist activities, all managed by members of the communities who inhabit the lands bordering on the protected areas.

104. One very significant fact is that CONAF has recognized the Coastal Alerce Park Buffer Zone, and the value of activities designed to improve their production and diminish human impact on the Park has been established. This is an very important accomplishment because it facilitates the gradual appropriation of the concept by CONAF and the possibility of its application throughout the country (national appropriation).

105. Regarding Result 4, "Operating sustainable and replicable models for protected areas managed by private entities or native groups", the Project has had recognized success in

implementing the idea of the “Conservation Landscape” with the voluntary participation of both public and private stakeholders, including the Chilean Army. Another success has been the establishment of a protected area in native territory, as well as a Working Group for Native Peoples (abbreviated “TCPO” in Chile) for addressing these issues. We will comment further on these experiences below.

106. The achievements under Result 5, “The institutions and individuals who participate in the RSPA have the knowledge and abilities to function effectively”, were particularly scant. Training activities were planned for the public and private sector but were not carried out because of institutional obstacles. It would have been particularly desirable to have trained both public and private park rangers and administrators in PA management. A METT survey carried out some time ago clearly indicated the urgent need for these training activities for the country’s protected areas. A consultancy for “Defining a training program for park rangers” was carried out.

Table 7 - Indicators of Project Performance and Degree of Progress

Target:	An efficient and representative National System of protected areas for conservation and sustainable use is functioning and supports national development targets.			
Project Goal	Indicators	Point of Reference	Project Objective at Term	Project's Degree of Progress
Objective: An efficient, multi-stakeholder multi-use Regional System of Protected Areas (RSPA) is designed in the Valdivian Eco-Region.	1. Increase in the percent of coverage of the key eco-systems in the Valdivian Forest under protection categories recognized in the Los Lagos and Los Rios Regional Systems of Protected Areas : Temperate Coastal Disiduous Forest (Aextoxicon punctatum) Temperate Disiduous Forest (Nothofagus obliqua and Laurelia sempervirens) Temperate Coastal Laurifolio Forest (Weinmannia trichosperma and Laureliopsis philippiana) Temperate Interior Laurifolio Forest (Nothofagus dombeyii; Eucryphiacordifolia) Temperate Coastal Pine Forest (Fitzroya cupressoides) Temperate Andean Pine Forest (Fitzroya cupressoides) Temperate Andean Evergreen Forest (Nothofagus dombeyi and Saxegothaea conspicua) Temperate Interior Evergreen Forest (Nothofagus nitida and Podocarpus nubigena;	Temperate Coastal Evergreen Forest : 8.6 ² Temperate Disiduous Forest : 0.8 Temperate Coastal Laurifolio Forest: 21.6 Temperate Interior Laurifolio Forest : 7.1 Temperate Coastal Pine Forest : 21.7 Temperate Andean Pine Forest : 20.7 Temperate Andean Evergreen Forest : 39.2 Temperate Interior Disiduous Forest : 10.5	Temperate Coastal Evergreen Forest : 21.1 Temperate Disiduous Forest : 3.4 Temperate Coastal Laurifolio Forest : 48.1 Temperate Interior Laurifolio Forest : 19.0 Temperate Coastal Pine Forest: 31.2 Temperate Andean Pine Forest 22.7 Temperate Andean Evergreen Forest : 42.3 Temperate Interior Evergreen Forest : 14.6	Temperate Coastal Evergreen Forest : 21.1;
	2. Additional area placed under conservation in Los Lagos and Los Rios Regions	1,745,279 hectarees (correspondin	1,758,111 hectarees (VCR donation RCV	100% progress

² In percentage of potential coverage.

	PA's: - Within the Project (including all management categories) - Projected to 5 years following Project intervention, as a direct result of this	g to public land PA's, plus PPA's, excluding the VCR)	(9,460 hectares)+ Quitaluto farm (3,372 hectares)	
	3. % of management effectiveness in 5 selected existing PA's in the Los Rios and Los Lagos Regions, as follows: - STATE AREAS (SNASPE) - PRIVATE AREAS	Public PA'S (SNASPE): 44% PPA'S: 0%	Public PA's (SNASPE): 50 % PPA's: 50%	PPA's: 49% (measured in the period of June 2011-June 2012)
	4. Increase in total area protected under non State domaine (native territories, forestry enterprises, small farmers, communities)	831,239	886,462	27% progress
	5. Availability of public regional resources for financing programs and projects which promote biodiversity conservation	0	M US\$ 2.0	Surpassed through several projects
Result 1: Regional structures of protected areas are operating, with established, appropriate and sustainable policies, financing and institutions.	1. Government Departments and local governments support the creation and management of PA's within the System	Only CONAF and CONAMA support the PA system	At least 4 Government departments (for each Region) and 5 local governments.	7 regional and local government entities support PA establishment and management.
	2. PPA and productive sector organizations in the Los Ríos and Los Lagos Regions which join the Regional protected areas structures	0	PPA organizations: 2 Productive sectors: 2	PPA organizations: 2 Productive sectors: 2
	3. Mechanisms for planning and/or resource allocation incorporate SIRAP guidelines in order to stimulate the development of different categories of PA's.	0	4	Achieved, via 2 FNDR and SUBDERE projects, municipal financing, and up to 2% of FNDR funds being sought for conservation
	4. Number of management activities through which the SIRAP supports PA's (training, infrastructure, management plans, baselines)	0	15	Achieved through numerous activities including training, support given to ACC.

	5. RSPA institutional structures designed, tested and documented.	0	3	This was not achieved, but progress was made in the following: Regional Governors decreeing the establishment of Regional Councils for Protected Areas, Conservation Landscape Management Council, and two municipal councils for biodiversity protection
	6. Number of new categories of protected areas (V-VI IUNC and others) designed, tested and documented.	0	2	Achieved, through the Conservation Landscape, Native Protected Area, and Buffer Zones
Result 2: In operation sustainable and replicable models for protected areas administration under an NGO.	1. % of recurrent operating costs of at least one recently established private reserve, guaranteed by means of a financing mechanism sustainable in the long term.	0%	100% of the operating costs insured by the Fiduciary Fund or another financing mechanism in 2013.	Achieved. This fiduciary Fund was established.
	2. % of private reserve owners in the 10th Region who know about the new government and financing structure established for the new Valdivian Coastal Reserve, and who seek alliances for progressing toward repeating this model in other locations.	0	75% of the PPA's know about the model and 3 PPA's show interest in replicating it	Achieved. During the 10th Congress for Latin American PPA's, information was given about the model and contacts were established with other PPA's.
	3. Percentage of achievement of the Valdivian Coastal Reserve's Conservation Plan	The Valdivian Coastal Reserve does not yet exist	80% of what was planned up to the 3rd year of the MP	80% was achieved
	4. The Valdivian Coastal Reserve has been consolidated as a reference model and has at its disposal an instrument which guarantees legal status to conservation of the Protected Area	The VCR conservation model does not have legal status	Conservation of the VCR is guaranteed legally.	Achieved. There is recognition within the Region.

	5. Positive assessment (measured in percentage) by relevant stakeholders, regarding operation of the Valdivian Coastal Reserve, on issues relevant to them	Private stakeholders : 4.5 Public stakeholders: 4.7	Private stakeholders : 5.5 Public stakeholders: 5.5	This has not yet been measured at the time of the FE (no assessment given)
	6. Replica of the governability agreements between public and private protected areas that include a Plan for Joint Conservation	0	1	Achieved: there was a replica between the Chiloe NP and the PPA Ahuenco.
	7. N° of goods and services that the Valdivian Coastal Reserve furnishes to the buffer zone population	0	3	Achieved: potable water, support for the FNDR project, support for the Chaihuín Cooperative, efforts to improve neighboring farmers' pastures, agreement made with the Huiro fishermen
Result 3: In operation sustainable and replicable models for joint management of buffer zones (UICN I-IV).	1. Areas in the vicinity of the conservation PA's in which practices are applied for the production of goods and services, that were financed through regional funding.	The term "buffer zone" is not used in Chile. No PA has a clearly defined and officially recognized buffer zone Baseline: 0	6 BZ's	Achieved as far as work in the BZ's is concerned; however, there is as yet no official recognition of the BZ's
	2. Number of sustainable activities supplying goods and services, developed in the buffer zones that have been tested and evaluated	0	4 types of sustainable activities	4 achieved
	3. Number of instances of multisectoral coordination in PA buffer zones, tested and documented	0	4 instances	4 achieved
	4. Number of mitigation proposals for productive activities which represent threats to the PA's, which have been tested and documented	0	5	6 achieved

	5. Change in perception and knowledge regarding biodiversity, BZ management and PA's, among the BZ population			This has not been measured (no assessment given)
Result 4: Operating sustainable and replicable models for protected areas managed by private entities or native groups (UICN V-VI).	1. Change in knowledge about ecosystems, species, good production practices, and landscape in the CL population	4.8 on a scale from 0 to 7	5.5 on a scale from 0 to 7	Efforts were made, but definitively, this could not be measured (no assessment given)
	2. Lands belonging to native communities and/or individuals set aside for initiatives of conservation and sustainable use, adaptable to UICN categories	781 hectarees	1,104.5 hectarees	Only 123.5 Hectarees were added, corresponding to the Juan Melillanca Naguian PA set aside for a Park
	3. Territory recognized as Conservation Landscape in institutional planning	0	5 institutional plans	Achieved on the municipal and regional levels, although the Conservation Landscape has not yet been recognized at the national level.
	4. Percentage of the surface area of the Conservation Landscape in which biodiversity conservation and sustainable use initiatives are being implemented	0	20%	20% achieved
	5. Number of public and private stakeholders integrated into the management of the Conservation Landscape	public: 0 private: 0	public: 4 private: 11	public: 4 private: 12
	6. Number of activities developed by the Project in the Conservation Landscape, tested and evaluated: a) Definition of conservation areas in productive farms. b) Control of threats to biodiversity through good productive practices. c) Diversification of productive activities compatible with biodiversity conservation. d) Incorporation of biodiversity in productive areas.	BL 1: 0 BL 2: 0 BL 3: 0 BL 4: 0	Target 1: 1 Target 2: 6 Target 3: 2 Target 4: 4	Achieved

	7. Increase in management capabilities of native communities in sustainable production activities (specifically planning, implementation and evaluation) and in park management with a focus on ecotourism.	Management capabilities in sustainable production: 78 points on a scale of 21 to 105 Park Management capabilities: 0, on a scale from 0 to 7	Management capabilities in sustainable production : 87 points . Park Management capabilities: 4 on a scale of 0 to 7	LAchieved
	8. Percentage of the Native Park Operational Plan implemented.	0%	70%	Achieved, although a lot still needs to be done for the Park to be operational
Result 5: The institutions and individuals who participate in the RSPA have the knowledge and capabilities necessary to function effectively.	1. Knowledge on the part of public and private stakeholders regarding the functions and management of Protected Areas.	Los Lagos Region private: 3.7 public: 4.4 Los Ríos Region private: 4.2 public: 3.7	Los Lagos Region private: 4.5 public: 5.0 Los Ríos Region private: 5.0 public: 4.5	Partially achieved
	2. Levels of training of Public Protected Areas' park rangers, administrators and staff.	1.63 (from 0 to 3)	1.8	The Project did not provide this service, nonetheless the indicator improved (No assessment given)
	3. Levels of training of Private Protected Areas' park rangers, administrators and staff.	1.63 (from 0 to 3)	1.8	Idem: The Project did not provide this service, nonetheless the indicator improved (No assessment given)
	4. Percentage of members of the operational networks and territorial coordination entities who have participated in training activities aimed at improving the knowledge they require to meet their objectives.	0	50%	Achieved

107. We the Evaluators consider it important to emphasize in particular some of the achievements and situations we have observed.

108. The Los Lagos Township Conservation Landscape has been implemented successfully, has been recognized on both the municipal and the regional levels, and has been completely appropriated by the Los Lagos and the Máfil Municipalities. This initiative has incorporated numerous institutions and local and regional stakeholders, as well as private landowners who are very enthusiastically implementing various activities for better land management within a biodiversity and Native Forest conservation perspective. The Landscape has been incorporated into the Los Lagos Municipal program, a fact which supports its sustainability. We should also point out that the Conservation Landscape concept has been replicated in other locations, such as Lake Rupanco, Chiloé, and Alhué (in the Metropolitan Region). These experiences therefore are in fact replicable and very probably sustainable, because there is a positive economic impact in the productive systems where they are implemented. The Evaluators consider this experience to be an example of Best Practice which merits being extended beyond Chile's borders.

109. What the Project has contributed in terms of management of the buffer areas in the vicinity of the PA's is also very significant. In one instance, they channeled the efforts of bee keepers and demonstrated how they can contribute to halting the encroachment of agriculture and cattle, through recognizing the value of the native forest, source of their productive business. In another instance, they demonstrated how small farmers, such as Mr. Joel Vidal, can structure their farms, improve drainage and the productivity of their pastures by adding fertilizer, and in this way diminish the need for forest access and the encroachment of agriculture and cattle. In both cases, these were very unique win-win strategies (for Chile), which, once replicated, can contribute to effectively reduce threats to the Region's forests.

110. Conservation activities were also carried out in territories belonging to native communities. One protected area of 123.5 hectares was established in San Juan de la Costa, near Osorno. There were two additional native community initiatives which if they had been completed would have made it possible to reach the 1,104.5 hectares proposed in the original Log Frame. These last two initiatives were for sustainable mushroom production and eco-tourism. The 123.5-hectare project resulted from the decision made by the Melillanca Guanqui Huilliche Native Community to establish a park (Category II of the IUCN) on their lands. The evaluation mission made a visit to the Juan Melillanca Guanqui Park installations on Saturday, October 26, and were able to observe that, in "an effort worthy of Fitzcarraldo," the Community succeeded in transporting up to the highlands, the location of the wetlands to be protected, all the materials needed to construct a shelter, to establish trails, to built foot bridges and to set up a couple of viewpoints. They have even taken a few tourists to the Park in the course of the year. Most of these activities were carried out during 2013.

111. It was agreed that this whole area should be put under protection, although to a considerable degree the Park is protected by its inaccessibility. As yet there is no full-time personnel assigned to Park access control and there is only one sign indicating that this is a protected area. In order to reach the Park, it is necessary to travel first over a gravel road,

then about 10 kilometers only accessible by four-wheel-drive vehicles, and finally a two-hour climb up a muddy trail (in October), carrying all necessary supplies in backpacks. The shelter is equipped with a table, benches and a stool, and a woodstove. Lodging is in a common room with mattresses on the floor. There is a working bathroom. Cooking is with firewood from the surrounding woods. The few trails that have been opened are basic and without adequate signs. There are no lists of species or descriptions of eco-systems, which could make the location more attractive to professional tourists (ornithologists, herpetologists, botonists, etc.). The work of guide which the local population could carry out is still quite limited. At the present time, the Park is in condition to receive more particularly “wilderness” tourists (backpackers), and not in very large numbers. The visitors’ book has no more than five entries, but Project personnel stated that over 30 people had gone up to the Park. Part of the problem, besides limitations in the infrastructure we have mentioned, is the fact that the Park is as yet not well known. However, it is listed in www.guiaosorno.cl and in the web page of the WWF and ACCh INNOVA CORFO Project which is currently active.

112. Project personnel in charge of assisting the Community have informed the Evaluators that there are several initiatives which could help to solve the problems observed, and it is hoped that at least part of these can see the light during the next few years. Two issues, however, are cause for concern: that only a small fraction of the local population has taken an interest in the Park, which up to now had signified for some of them a reserve of firewood; and the limited business acumen that those who are interested in the Park have shown. Without a doubt, training in what it means to establish and manage a tourist site is required.

113. In fact, the inaccessibility of the location, and the conviction on the part of many of the local population that their drinking water comes from the Park, should signify that there will be time for the necessary training and improvements to be carried out.

114. Regarding Result 5, “The institutions and individuals who participate in the RSPA have the knowledge and abilities necessary to function effectively”, the results were less successful and mixed. Although training and educational activities were implemented, it was not possible to clearly measure the results, mainly because there were no appropriate baselines. One significant deficiency is the fact that the Project did not manage to train the CONAF or Private Protected Areas’ park rangers.

115. On the basis of this analysis, it is not possible to give a conclusive Evaluation Assessment regarding the Goal and Objective, because of the weak relationship between the target of the objective and the indicators used to measure it. Regarding the Results, and in view of the concrete results obtained, the Assessment is 6 (Very Satisfactory).

GOAL AND OBJECTIVE N/A
RESULTS 6 (VERY SATISFACTORY)

RELEVANCE

116. The GEF measures relevance according to the scale in Table 8:

Table 8 – Assessment According to the GEF Evaluation Dimensions for Relevance

Points	Abbreviation	Calificación (Inglés)
2	R	Relevant
1	NR	Not Relevant

117. The Project has not and could not have been relevant in its ability to influence national policies regarding Regional Conservation Systems (RSPA's), and even less so in relation to the Goal of establishing an RSPA in the Valdivian Forest area. This is due to the reasons that have already been explained in detail: the inadequate definitions of the Project as well as its Goal and Objective in the Project Log Frame.

118. Nonetheless, the pilot projects carried out, especially those under Result 2 (Management of Private Protected Areas), Result 3 (Sustainable Management of Buffer Zones), and Result 4 (establishment of a Conservation Landscape) will leave extremely important lessons and experiences which without a doubt will strengthen the Chilean System of Protected Areas and Biodiversity Conservation in the Valdivian Forest region and throughout the country. In fact, the organization and classification as well as the business cases developed by the Project in its final months will represent a substantial contribution to other zones and regions wanting to implement a system of protected areas. The Evaluators would have liked to see, in addition, a cost/benefit analysis of the various RSPA options, which would have served to better inform decision-makers regarding the merits of the different options.

119. The Project's pilot experiences are very significant in themselves, because they serve to demonstrate that the National System of Protected Areas can be successfully complemented by local, municipal, regional and private initiatives, which taken together, increase the quality of the landscape for biodiversity conservation. These experiences also show that there are numerous possible institutional arrangements which allow for the participation of many national, regional and municipal stakeholders who can work together toward these objectives.

120. The Evaluators believe that the Project’s pilot experiences will serve to inform future policy initiatives for strengthening the Chilean System of Protected Areas, regardless of what final structure is chosen by the country for supplementing the national efforts through regional Protected Areas. From this point of view, the Project has been qualified as Relevant.

RELEVANCY 2 (RELEVANT)

EFFECTIVENESS

121. As mentioned in the section on relevancy, the Project has implemented a series of demonstration initiatives which will serve as “building blocks” for future efforts toward strengthening the System of Protected Areas in Chile. Many of these can be considered effective because they succeed in fulfilling the objective of biodiversity conservation, and they fit into the structures and cultural realities present in the rural areas in Chile’s regions. Among these, the following are considered particularly effective:

- a. The Conservation Landscape configuration, where through mechanisms of voluntary participation the efforts and contributions of numerous local stakeholders can be combined in order to achieve biodiversity conservation,
- b. The efforts made in the Buffer Zones, through formulas for reducing pressure on the forest resources without having a negative impact on people’s income level (and even in some cases increasing it),
- c. The strengthening of non-governmental and private organizations and their involvement in establishing regional conservation areas,
- d. The involvement of native communities in activities which in time may improve their livelihood and which make it possible to improve the habitats in the vicinity of the protected areas, and
- e. Mechanisms for inter-institutional cooperation at the regional and local levels, incorporating national, regional, municipal and private entities, as well as individual local stakeholders (for example, landowners interested in environment conservation).

EFFICIENCY

122. Efficiency is measured as the cost of obtaining a benefit of defined conditions and quality compared to the cost of alternative strategies for obtaining the same benefit. In this respect, the lack of connection between the Results (which give the cost) and the Project's Goal and Objective, may have made it necessary to implement a series of activities that were not the most efficient for reaching this goal; in other words, if the Project Goal had been, for example, "to develop successful demonstration experiences for complementing the National System of Protected Areas", it would be possible to imagine the implementation of the same experiences at a lower cost, since then the goal would have been to simply "demonstrate" and not to expect that the sum of these was in itself going to generate an RSPA. From that point of view, the Project could be considered inefficient.

123. Administratively, the Project has also been inefficient because of the Project-level US\$ 2,500 limitation on spending, due to lack of agreements for "Full National Execution" between the UNDP and the Chilean Government, already mentioned. This has meant that the cost of each transaction was higher than if there had been more flexible and decentralized acquisitions arrangements.

124. On the positive side, the Project has been efficient in the way that it was able to utilize consulting and discussion mechanisms in order to generate long-term inter-institutional agreements; they were even able to break down some traditional barriers, for example facilitating the involvement of CONAF personnel with the population in the vicinity of Protected Areas, particularly in the case of the Coastal Alerce Park and the VCR.

125. Another positive aspect was the Project's degree of intentionality in carefully choosing the pilot and demonstration projects in order to maximize the probabilities of success. Whenever possible, landowners were sought out who had shown interest and had prior experience in gaining access to funds for implementing projects, in addition to seeking out situations with a clear demonstration value regarding positive benefits for biodiversity. It could be argued that this selection mechanism was not impartial and that it introduces bias into the real possibilities of this model; however, the purpose of these pilot projects is in effect to demonstrate, not to accumulate statistics regarding their success rate.

126. In conclusion, the Project has had to work under two restrictions which have negatively affected its efficiency: (i) lack of clarity in the design of the Goal and Objective, and (ii) the restrictions imposed on acquisitions. However, the Project found ways to increase its efficiency through establishing multi-institutional and multi-sectoral consulting and decision-making mechanisms, in addition to knowing how to carefully select the demonstration projects to maximize their impact.

NATIONAL APPROPRIATION

127. As we have mentioned before, the Project's Goal and Objective called for establishing a regional system of protected areas "from below to above", something which is very difficult to achieve in the absence of a long-term policy decision "from above" which goes in the same direction. In the case of Chile, this did not occur. Therefore, the Project did not achieve national appropriation to a sufficient degree, at the central level, by the key entities that were in a position to have established one or more RSPA's. Nonetheless, the Project accomplished appropriation at the national level of several of its initiatives, such as the involvement of CONAF in the Buffer Zones (BZ's), the recognition of the Conservation Landscapes as valid conservation entities, the recognition of activities within the Buffer Zones as valid efforts toward limiting agro-pastoral and forestry encroachment, etc.

128. At the regional and municipal levels, the result is much more significant. There is a palpable, even "enthusiastic" appropriation, on many levels, including the regional, municipal and local. The coordinating and follow-up mechanisms that were established have taken on a "life of their own" and include many key stakeholders working together in favor of conservation. This is a very substantial accomplishment and with a very high demonstration and replication value for other regions. At the regional and municipal levels, the degree of appropriation can be measured, among other things, by the national level appropriation of the above-mentioned initiatives, and by the establishment of Public and Private PA Councils, as well as the municipal appropriation of the Conservation Landscape.

129. On the operational level, the Project has suffered from the lack of coordination and participation of key national stakeholders. The decision to place the Project under CONAMA, in the beginning, instead of CONAF, the department in charge of protected areas administration in Chile, became a sort of "original sin" which was never completely resolved. In spite of this, the capacity for dialogue demonstrated by the Project staff made it possible to achieve some very important approachments, especially with the regional offices of CONAF. This is a very significant accomplishment.

130. In like manner, formal links were never established with the GEF-UNDP "NSPA" Project. This project is in fact designing a National System of Protected Areas at the present time, and in an ideal world, it would have been most favorable if both projects had worked together. Some interpersonal difficulties prevented this collaboration, and, fortunately, this was solved through the direct intervention of the EM Chief of the Natural Resources Division following the proposal made in the MTE for establishing a Follow-Up Committee headed by the UNDP. In this manner, the GEF-NSPA Project participated as the technical counterpart in the consultancy for designing a park rangers' training program and, more importantly, in the consultancy for the participative design of the RSPA and its relationship with the NSPA.

131. In this instance again, it was thanks to the good will of certain individuals that it was possible to establish a constructive dialogue, although this did not occur until toward the end of the SIRAP Project. The lesson here is clear: issues of such transcendence as this cannot be

left to the good will of individuals toward dialogue. Very formal coordination mechanisms should have been established between the two Projects, such as for example a Follow-Up or Supervising Committee common to both of them.

SUSTAINABILITY

132. Sustainability is measured by the GEF in accordance with the scale in Table 9:

Table 9 - Assessment According to the GEF Evaluation Dimensions for Sustainability

Points	Abbreviation	Assessment
4	L	Likely
3	ML	Moderately Likely
2	MU	Moderately Unlikely
1	U	Unlikely

133. Regarding the sustainability of the results in relation to the Project Goal and Objective, and given the fact that these were not achievable, by definition an assessment can not be given.

134. However, many of the experiences implemented can be highly sustainable in themselves, or as part of local, regional, or even national initiatives. These “building blocks” demonstrate the compatibility that exists between economically efficient management of productive activities (for example, sustainable forest management, firewood production, apiculture, pasture improvement for cattle, protection of forest galleries, etc.), and conservation of habitats that are critical for biodiversity, within a wider vision of conservation on the level of the landscape (complementing a system of protected areas, or even in its absence).

135. The fact that many of the Project’s initiatives are already being replicated by others with funds that did not come from the Project, is another argument in favor of sustainability. There are the Conservation Landscapes in Chiloé and Rupanco, and the BZ’s in Los Ríos, for example. It is possible that the Municipal Agreements and Regional Councils for Public and Private Protected Areas may also be replicated, and this would mean that not only were the individual initiatives subject to replication, but also whole coordinated “packages”.

136. Furthermore, and according to the NSPA Project, they have “just now formalized the Substantial Revision of the PRODOC, which incorporates reinforcing strategies for addressing several aspects developed by the GEF-SIRAP Project; these include replicability of the Conservation Landscape, the strategies for procuring FNDR funds for the SNASPE and Marine PA’s, strengthening their efforts with Private Conservation Initiatives, continuation of proposals for park ranger training, among others.”

137. These types of activities have already been mentioned in the context of Project effectiveness and we will not repeat them here. In addition to these, there are other financial and institutional aspects which contribute to the sustainability and replicability of Project initiatives:

- a. Local, municipal and regional-level associations which will continue to support these activities,
- b. Financing mechanisms successfully influenced (the FNDR, the “2%,” efforts, etc.),
- c. The utilization of extension services that are normally used in rural development and agriculture, such as for example the Agriculture Ministry’s regular extension systems (INDAP, PRODESAL, Native Forest Legislation and the Program for the Recovery of Degraded Soils).

138. Since the Goal and Objective were “unachievable”, the Evaluators have added sustainability assessments for the Results, as a way to underline the significant progress made by the Project:

SUSTAINABILITY OF THE GOAL AND OBJECTIVE N/A
SUSTAINABILITY OF THE RESULTS L (LIKELY)

IMPACT

139. Impact is measured by the GEF in accordance with the scale in Table 10:

Table 10 - Assessment According to the GEF Evaluation Dimensions for Impact

Points	Abbreviation	Assessment
3	S	Significant
2	M	Minimal
1	N	Negligible

140. The results of the evaluation for Impact are similar to those obtained for Effectiveness and Sustainability: without a coherent Log Frame, it is obvious that the impact for the Goal and Objective was not achieved, although in the results, impact was generated.

141. In this respect, the Project had significant impact: it demonstrated that it is possible to develop and replicate a series of local initiatives, in addition to those at the municipal and regional levels, for improving biodiversity conservation on a sub-national scale. This is an extremely important scale, since it complements the national scale which is dependant upon the National System of Protected Areas. From this point of view, the Project had very significant impact, upon demonstrating that it is possible to complement the national system with these regional initiatives. If this would have constituted the definition of an “RSPA”, Project impact would have had to be considered significant at all levels. From all the above, it follows that the situation of biodiversity protection seems to have improved since Project intervention, even though a formal RSPA was not established.

142. As in previous sections, and given the fact that the Goal and Objective were “inachievable”, the Evaluators have presented Impact Assessments for both “Goal and Objective” and “Results”, as follows:

IMPACT FOR THE GOAL AND OBJECTIVE N/A
IMPACT OF THE RESULTS S (SIGNIFICANT)

CONCLUSIONS, LESSONS LEARNED, AND RECOMMENDATIONES

143. As a general conclusion, the SIRAP Project cannot be evaluated against its initial objectives, because then we would lose the most important contributions the Project has made through developing useful experiences that complement the National System of Protected Areas in Chile for the purpose of conserving biodiversity. Many of these experiences can be considered “Best Practices” and should be maintained, including the following:

- f. Configuration of the Conservation Landscape,
- g. The efforts made in the Buffer Zones,
- h. Strengthening non govenmental or private organizations and involving them in establishing regional conservation areas, and the example of the VCR,
- i. Involving native communities in conservation, and
- j. The mechanisms for inter-institutional cooperation that were developed.

144. However, these accomplishments took place within a context where the Log Frame was flawed and should have been corrected in a more timely manner. The lack of clarity in the Goal and Objective presented serious problems throughout the Project's implementation; despite this situation, the staff (of both the Project and the UNDP) found a way to confront them in a positive manner and achieve successful results.

145. Regarding M&E, the achievement indicators could have been better chosen, and there were no execution indicators; the UNDP did not manage to correct these deficiencies in a timely manner. In addition, there was inefficiency regarding acquisitions. Finally, the formal corrections that were required were not made sufficiently early. The MTE was carried out quite late and the Substantial Revision came out even later still.

146. As for Lessons Learned, the following should be avoided in future:

- a. Lack of clarity in the Goal and Objectives,
- b. Lack of coordination with other relevant GEF projects (NSPA),
- c. Lack of "nesting" in discussions of national policy,
- d. Lack of involvement of key national stakeholders (in this case, CONAF)

147. The following positive lessons should also be emphasized and should be applied in other projects and replicated as much as is possible:

- a. Sub-national coordination mechanisms,
- b. The VCR case, as an example of best practice in private conservation,
- c. Conservation on the part of native populations
- d. Work in the Buffer Zones,
- e. Establishment of a Conservation Landscape.

148. As we have stated before, many of the experiences developed and mechanisms put into operation constitute "building blocks" of significant transcendence and importance toward strengthening management of protected areas as well as biodiversity conservation in Chile. Even though the Project has terminated, it is vital to maximize the sustainability of these experiences and operating mechanisms, therefore the Evaluators wish to make the following recommendations:

- a. It is necessary to emphasize the sub-national structures which have been established, and wherever possible, to make them known in order to facilitate their empowerment. Publicizing them through the national press as examples to be followed is one form that should be considered,
- b. It is very important to organize and classify the experiences and make them known in an organized manner at every level, by means of leaflets, conferences, and informative meetings,
- c. The business cases require special treatment and can be replicated through the standard extension and small-scale financing institutions and programs within the Republic of Chile.

149. Because of the significant relevance of these experiences for the “NSPA” Project currently being implemented, we recommend that the UNDP intervene formally and request that said Project incorporate and make known these ideas within the context of the National System, ideally by adjusting their funds currently in execution in order to achieve this goal.

ANNEXES

I. TERMS OF REFERENCE

INVITATION INDIVIDUAL CONTRACT-PROCESS 238/2013

PROJECT 51310

“Regional System of Protected Areas for the Conservation and Sustainable Use of the Valdivian Temperate Rainforest”.

I. GENERAL INFORMATION

Job Title: National Consultant for Final Evaluation of the Project “Regional System of Protected Areas for the Conservation and Sustainable Use of the Valdivian Temperate Rainforest”.

Location: Santiago, Chile, and in the field

Beginning Date of Contract: Upon Contract signing.

Final Date: 15 December 2013

Contract Duration: 2 months. Field mission for a total of 14 days (24 October to 06 November –inclusive-)

DOCUMENTS TO INCLUDE WITH THE OFFER to be sent by e-mail (licitaciones.cl@undp.org) for NATIONAL CONSULTANT FOR FINAL EVALUATION OF THE PROJECT REGIONAL SYSTEM OF PROTECTED AREAS (238/2013)

- 1. Confirmation Letter of interest and availability signed, and Financial Offer**, as per attached format, Annex 2, and **FINANCIAL OFFER** (Annex 3)
The financial offer must indicate the required cost for the totality of the consultancy. The amount proposed must be “all-inclusive” (i.e. professional fees, travel expenses, transportation costs, taxes, insurance, transport, communications, miscellaneous, etc.) and must include a complete listing of the corresponding costs. The price will be final, irrespective of changes which could occur in the different components of the costs and must be presented according to the format included in Annex 3. The currency utilized for the offer will be Chilean Pesos. Please include all travel costs and fares within the Financial Offer.
- 2. Curriculum submitted on Form P11 (Annex 4):** Background, including at least 3 verifiable references, and an e-mail address. The form must be filled out, including information in each of the designated areas, with in addition an indication of competence in computer operation and data processing. The CV must contain all information necessary in order to determine if the candidate has all the education/experience required to fulfill the post. If the references were to be unfavorable, the candidate will be rejected.

3. **SIMPLE NOTARIZED DECLARATION** (Annex 5), in accordance with the attached format

TERMS OF REFERENCE

I. Background

1.- Project Location and Context:

Located in the southern cone of South America bordering on Peru, Bolivia and Argentina, Chile is a country with a very significant level of biodiversity. The country has a very extended latitude in relation to its total surface area of 756,000 km², reaching from 17⁰ to 56⁰ S, and has 4,080 km of coastline. Including everything from equatorial to antarctic climates, this extension offers an extraordinary diversity of eco-systems and habitats. In accordance with the Dinerstein, *et. al.*, classification of 1995, Chile contains three of the five land macro-environments of Latin America and the Caribbean, 33% of its main types of habitats and 7% of its eco-regions. Many of these are exclusive to Chile – such as the winter rainforests, the bushlands of Central Chile and the Atacama Desert – whereas others are shared with Argentina and Peru. Of these eco-regions, the **Valdivian Temperate Rainforest** and the Chilean Mediterranean bushlands are known worldwide for their biological particularities.

The Los Ríos and Los Lagos Regions include within their boundaries most of the Valdivian Temperate Rainforest Eco-Region. With a total surface area of 34.5 million hectares, the Valdivian Temperate Rainforest Eco-Region is the second largest of the seven Rainforest Eco-Regions in the world. It extends from the Coastal Mountain Range in south-western Chile, through the Central Valley, to the Andes Mountains in the east. More specifically, it reaches from the administrative limits of the Bio-Bio Region to those of Aysen (35°-55° S), and is 1,600 km long and between 150 and 200 km wide. It also occupies a narrow fringe of the Andes Mountains in southern Argentina. This eco-region is considered indangered and is recognized worldwide for its biological particularities, having been placed at the highest level of conservation priority in Latin America and the Caribbean (Dinerstein *et. al.*, 1995; 2000). It has also been designated by the World Wildlife Fund (WWF) as one of the 25 priority eco-regions worldwide which must be conserved, and both the World Bank and Bird Life International consider it to be an eco-region of global significance and a conservation priority, because of its extraordinary level of endemism (Stattersfield *et.al.*, 1998; Dinerstein *et. al.*, 2000).

In addition, Chile has a long history in the field of protected areas. Significant surface areas of its territory are under some form of protection, and some sparsely populated areas still contain huge blocks of intact habitats. Therefore, visualizing biodiversity conservation through a perspective of protected areas is a viable option for protecting the country's biological heritage.

Biodiversity conservation and managing PA's is becoming more and more a regional responsibility. This is particularly important for the national effort for conserving the country's total biodiversity heritage, in that Chile is a very heterogeneous country with much diversity both in its north-to-south as well in its east-to-west axis.

The Los Ríos and the Los Lagos Regions have been selected as an excellent location for developing and demonstrating a replicable strategy for implementing a Regional System with Networks of different types of PA's.

2. The Project's Strategic Objective:

To design an efficient, Regional System of Multi-stakeholder, Multi-use Protected Areas (RSPA) in the Valdivian Region.

3.- Project Challenges, Tasks and Commitments:

The Project has an intervention strategy based on two strategic foci. One is to develop a favorable environment for establishing a Regional System, while the other seeks to support field demonstrations which offer immediate protection for the significant biodiversity and at the same time offer repeatable models. As part of its effort to develop a favorable environment for the System, the Project supports the establishment of institutional, political and regulatory structures for the Regional System of Protected Areas, which provides long-term sustainability as well as the mechanisms for the site-specific pilot projects. These include the strategies and financial incentives which can be developed and adopted at the regional level. Also to be included are training programs and awareness campaigns to increase the level of practical knowledge and capabilities of public and private stakeholders involved, so that they can fulfill their roles within the System.

The Project's goal is to be achieved through the following five complementary Results, which were identified during the design stage. These are listed below and described in detail in the following paragraphs, along with the Products required for achieving each Result and the activities indicated for obtaining each Product.

- Result 1: Regional Structures of protected areas are operating, including established, appropriate and sustainable policies, financing and institutions.
- Result 2: In operation sustainable and replicable models for protected areas administration, under an NGO.
- Result 3: In operation sustainable and replicable models for joint management of buffer zones (IUCN II-IV).
- Result 4: In operation sustainable and replicable models of protected areas with resources managed by private entities or native communities (IUCN V-VI).
- Result 5: The institutions and individuals participating in the RSPA have the knowledge and capabilities necessary to function effectively.

In order to fulfill its goal and the strategic objectives mentioned, the Project seeks the following: (i) to establish a public-private Regional Entity which will coordinate and supervise the RSPA as a strategic component within the regional development strategy, which supports the National System in the application of its priorities and criteria for the implementation of conservation systems in productive territories; and (ii) to procure official recognition of the Regional System and of the native conservation territories, the Conservation Landscape and the Buffer Zones.

Furthermore, several different options have been adopted for addressing the problems of long-term financial sustainability of the System and of the PA's, including establishing mechanisms for increasing incomes generated by PA management and other mechanisms for a better distribution between the PA's within the System.

In addition, the Project seeks to put at the disposal of the Regions involved new models for protected areas administration on the part of an NGO (Valdivian Reserve, property of TNC-WWF), testing also different options for buffer zone management, developing a new category called the *conservation landscape*, and supporting pilot demonstrations with private landowners and local communities situated in the areas surrounding the selected PA's.

Likewise, a model which allows native communities to set aside land holdings for conservation and for sustainable use is being sought.

On another plane, efforts have been made to bring existing capabilities for management of protected areas up to the levels necessary for completely taking over the new functions and responsibilities involved in belonging to a System.

Finally, the following initiatives have been designed and implemented: (i) A Communications Strategy; and (ii) a Formal Program of Environment Education.

4. Project Association Strategy:

The Project has been implemented by the National Environment Commission (CONAMA) and more recently by the Environment Ministry (EM), in accordance with the directives of the UNDP-Chile for Projects of National Implementation (NEX).

Because of the number of institutional jurisdictions involved, the interest for participating in the Project, the possible contribution of resources and leadership necessary for managing the process in an integral manner, a **Project Guidance Committee (PGC)** was established.

Members of the PGC: The following individuals and institutional representatives shall be permanent members of the Committee:

- The Los Lagos Regional Environment Ministry Representative - SEREMI (Project Director);
- The Program Officer from the UNDP Country Office in Chile;
- The Los Lagos Regional Governor, as Committee President;
- The Los Rios Regional Governor;
- The Los Rios Regional Environment Ministry Representative (SEREMI);
- The Los Lagos Public Lands Ministry Representative;
- The Los Rios Public Lands Ministry Representative;
- The Los Lagos Regional Director of the National Forestry Corporation;
- The Los Rios Regional Director of the National Forestry Corporation;
- The Los Lagos Regional Director of INDAP;
- The Los Rios Regional Director of INDAP;
- The Los Lagos Regional Director of CONADI;
- The Los Rios Regional Director of CONADI;
- A Municipal representative of the townships where the Project is to be implemented, to be designated by each Mayor;
- A Representative of each NGO participating in the Project;
- A Delegate of the private landowners whose forests are included in the SIRAP Project;
- A Delegate of the Native Communities participating in the Project;
- Two Representatives of the PPA's with > 50.000 hectarees;
- One Representative of the PPA's with < 5.000 hectarees;
- A University Representative;
- Two Representatives of the Williche Communities;
- Two Representatives of Project intervention areas; and
- Two Representatives of private enterprises.

Responsibilities of the PGC: The Committee's main responsibilities are the following:

- a) Set out the Project's strategic guidelines, in accordance with the established objectives.
- b) Approve the Project's Activities Plans, making sure that these include the conclusions gleaned from follow-up and evaluation.
- c) Guarantee that the Project activities are carried out in accordance with the Project Document, and within the national and regional policy frameworks.
- d) Establish alliances and associations with organizations which can contribute to the development of the RSPA.
- e) Facilitate the incorporation of RSPA-related work plans into the existing Los Lagos Region planning instruments, especially: (i) the *Regional Biodiversity Strategy*; (ii) the *Regional Development Plan*; (iii) the *Production Incentives Policy*; (iv) the *Pact for a Clean and Sustainable Region*; and (v) the *Regional Environment Policy*, to name only the most important ones.

- f) Analyze and seek additional sources of financing in order to complete the contributions necessary for optimum Project development.
- g) Revise and approve the proposals and activities plans presented to the Committee, in order to progress in RSPA structuring. In particular, the Committee must evaluate, reach agreements on and define the most appropriate institutional and organizational structure for administrating the future RSPA.

The PGC, with all of its designated members, is to meet twice a year. Participation of the Los Lagos Regional Governor as Committee President guarantees that all the other public institutions will contribute to implementing the Project and the RSPA. The above-mentioned meeting calendar does not exclude the possibility of special meetings that could be held for addressing specific topics. Depending upon what subjects are under discussion, the Committee can invite representatives of related public entities to participate.

5.- Administration for Project Implementation:

The Implementing Agency signed a warranty agreement with the UNDP and is responsible to the UNDP for disbursement of funds and for fulfillment of the Project targets, through well-programmed activities in accordance with the approved annual work plans, which take into account the conclusions of the annual reports and the evaluations.

The Project Implementing Agency, the EM, nominated a member of its management staff to be the **National Project Director (NPD)**.

Besides the NPD, one member of the Los Lagos Regional Environment Secretariat staff has designated between 10% and 30% of his/her time to the Project to guarantee a solid participation on the part of the EM in daily Project implementation and to lend support to the **Project Technical Advisory Committee (TAC)**.

A **Project Unit (PU)** is responsible for daily implementation of Project activities, including direct supervision of activities which have been sub-contracted under specific agreements.

The activities which are carried out in the Valdivian Reserve, owned by TNC-WWF, have been implemented directly by the Project Unit.

The UNDP supervises all activities and products. Likewise, the UNDP guarantees that the activities are being carried out in coordination with the Government and the rest of the stakeholders. The UNDP is the ultimate entity responsible to the GEF for Project Implementation and must supervise its implementation. It must also offer technical support services and supervise fulfillment of the work plan.

The Government must present certified financial statements to the Resident Representative periodically, as well as a yearly audit of the finances related to the status of the UNDP funding.

6.- Project Duration:

The original Project implementation period was **5 years, a period that began in September 2007 and was to conclude in September 2012**. However, taking into account several events which occurred in Chile, such as the division of the original Region into two administrative units, changes in the institutional entity dealing with the environment, as well as other elements such as the substantial revision of the Project, the Project implementation period was extended for one more year, until September 2013 plus a 3-month period for Project termination (October-December 2013).

7.- Financing:

According to the Project Document, this initiative had the following budget:

Total Project Budget: US\$ 20,361,534

With the following contributions:

GEF: US\$ 4,707,000

Public Joint Funding: US\$ 4,042,767

Private Joint Funding: US\$ 11,569,000

II. Final Project Evaluation Objective

The purpose of final evaluations is to determine the importance, the operation and the success of a project; to seek indications of potential impact and the sustainability of the results, including the project's contribution to the development of capabilities and the fulfillment of global environment targets. These evaluations also seek to identify and document the lessons learned and to make recommendations which can improve the design and the implementation of other UNDP/GEF projects.

The evaluation of this Project has been organized in accordance with the UNDP/GEF policies and procedures. Its main objective is to analyze and document the results obtained through Project implementation.

III. UNDP/GEF Monitoring and Evaluation Policy:

The monitoring and evaluation policy (M&E) for UNDP/GEF projects has four objectives:

- To follow up and evaluate results and impacts;
- To provide elements for decision-making and for making the necessary modifications and improvements;
- To promote responsibility in the use of resources; and
- To document, feed back and communicate the lessons learned.

In order to assure the effectiveness of project M&E, a series of tools are applied continuously during the life of the project, such as: periodic monitoring of indicators; midterm revisions; audits and final evaluations.

IV. Evaluation Focus

The evaluation will focus specifically on the following:

- a) To evaluate and assess the fulfillment of the Project objectives, results/impacts, and products. (The changes made over time to the Project Log Frame must be taken into account and evaluated regarding its objectives, expected results and the implementation modality.)
- b) To evaluate Project achievements in relation to the GEF Project Evaluation Criteria, including assessment of inception; appropriation by authorities and local, regional and national stakeholders; stakeholder participation; sustainability; replicability; financial planning; cost/effectiveness (benefit); monitoring and evaluation. In order to determine the success level of the Project's present results and constitute a basis for reflection toward better orienting certain aspects of the Project, the following criteria shall be subject to evaluation:

Relevance. The degree to which the activity is incorporated into the local and national development priorities and organizational policies, including changes over time. Were Project results consistent with Chile's operating program focal areas/strategies and priorities?

Effectiveness. The degree to which an objective has been or is likely to be fulfilled. Are the Project results those that were expected, as described in the PRODOC and in the Project substantial revision? Were the different obstacles to achieving the objectives and results addressed adequately? If it is the case that the original or modified results were only products/inputs, the evaluators must determine if the Project produced any real results and, if there were, determine if these were proportional to realistic expectations for such a project.

Efficiency. The degree to which the results have been produced with the most economical use of resources possible; also called cost efficiency or cost effectiveness. Was the Project cost effective in its implementation? Was the Project the least costly option? Whenever possible, the evaluator must also compare the cost/time relationship versus Project results compared to those of other similar projects.

Results. The positive and the negative, what was anticipated and what was not, changes and effects generated through a development intervention. In the GEF terminology, the results include direct Project products, short and medium-term results, and the longer-term impact, including global environment benefits, replication effects and other local effects.

Sustainability. The possibility that an intervention should continue to provide benefits for an extended period of time beyond Project termination. Project results must be environmentally, financially and socially sustainable. Taking into account progress achieved during Project implementation, the conservation models implemented, the existing replicas and the presently existing institutionality for administering these, will the Project results be sustainable over time from the point of view of finance, policies and institutions?

- c) Identify those problems or circumstances which could have affected Project implementation and achievement of impacts.
- d) Recommend measures for guaranteeing the viability and sustainability of the Project and its results; and in order to guide the preparation of other long-term intervention phases including potential new interventions with the collaboration of new donors.
- e) Identify the main lessons learned which can be communicated among relevant GEF projects and among authorities and stakeholders.

Replicability: The degree to which a pilot experience presents the following attributes: i) efficiency, in relation to the generation of the desired conservation effects; ii) financial sustainability: in other words, can it continue to operate without outside support, or with financial support which can normally be obtained through township and regional entities; iii) acceptance by the local population: the initiative is valued by the population involved and they are interested in participating, which means that it has adapted to and addresses their needs, both from the economic-productive point of view, and manpower availability, and takes into account their vision of the future; and iv) technological support and information: it has available the required human and material resources and organizational capability for its implementation, and these must be available and can be activated within institutions in the Region. Can the different replicable models developed be in effect replicated in situations with similar conditions within the regions involved or in other

regions? The local conditions for which they were designed are to be found in other areas of the Region.

V. Specific Aspects of the Evaluation:

The Final Evaluation must address the following issues and questions related to the SIRAP Project:

Project Design: How up-to-date and valid is the Project design in its original form, and can its contribution or lack thereof to fulfilling the established objectives be identified?

-Taking into account the development of new conservation models, as well as changes that took place in the Chilean institutional environment related to the environment and the plans to establish in future the Department of Biodiversity and Protected Areas, did the Project make a substantial contribution to this process?

-To what extent did the experience of the Valdivian Coastal Reserve in institutional, management and financing contribute to establishing large private protected areas on the national and international level (especially for South-South Cooperation)?

-Likewise, what was the Project's contribution as a model for the NSPA Project and other related GEF projects?

- **Impact:** Did the Project achieve satisfactory progress toward the planned impact?
- **Indicators:** Did the Project achieve satisfactory progress toward the result indicators? In the cases where this did not occur, to what extent does the progress achieved make it possible to expect that the targets and results may be reached in the near future?
- **Implementation and execution:** How can the implementation and execution modalities be improved in future projects? How did delivery of the joint funding contributions proceed (in relation to the delivery schedule, amounts, exchange rate, etc. – special emphasis should be given to this issue – see following section)?
 - Considering the fact that Project termination occurred just before a change in the Chilean Government and that the Project, because of its high institutional profile, is very sensitive to such changes, what measures can be taken to facilitate continuity of the achievements made?
 - Considering the division of the Los Lagos Region into two regions (October 2007), was it a good decision on the part of the Project to continue implementation in both the new administrative regions, or would it have been more effective to have concentrated the efforts in only one of them?
- **Lessons Learned:** for example,
 - How could the impacts/results have been achieved more effectively or more efficiently?
 - What activities were particularly successful and could be considered “best practice”?
 - What should not have been done because of the small or even negative impact it had on the general objective?
 - Which elements of the background situation and assumptions facilitated and/or hampered achievement of the expected impacts/results?

- Which among the most significant processes should be documented for the purpose of supporting the lessons learned upon Project completion?

In addition to a descriptive analysis, the Evaluation must **assess** as Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U) or Highly Unsatisfactory (HU). Please refer to Annex I for details of the GEF terminology.

The following is a list of the aspects to be assessed:

Assessment of Project Results	
Evaluation y Monitoring	
General M&E Quality	assessment
M&E Design at Project Inception	assessment
M&E Implementation Plan	assessment
IA & EA Execution	
General Quality of the Project Implementation /Execution	assessment
Implementation by the Execution Agency	assessment
Execution by the Execution Agency	assessment
Results	
General Quality of Project Results	assessment
Relevance	assessment
Effectiveness	assessment
Efficiency	assessment
Sustainability	
Overall likelihood of risks to sustainability	assessment

VI. Methodology

1.- Scope of the Evaluation:

The Final Evaluation must include delivery of an exhaustive report regarding the following:

- Final results of the completed Project, with evaluation of the Project design.
- Implementation process.
- Achievement of the results and objective, including changes which have been made to the objective and results in the course of implementation.
- Report in English.

In addition, Final Evaluations have two complementary purposes. The first is to promote final accounting, and transparency, together with evaluating and exposing the level of fulfillment of Project achievements; summarize lessons which can help to better select, design and implement future GEF-UNDP initiatives; deliver feed-back and observations regarding key recurrent questions or issues in the Project file which require attention and regarding improvement of key issues identified previously, such as in the Mid-Term Evaluation, for example.

The second purpose of Final Evaluations is to acquire a better understanding regarding the impact of each one of the initiatives and to generate specific recommendations for the

development of future guidelines for these, and therefore the evaluation team is requested to accomplish the following:

- To assess each of the initiatives in relation to the associativity strategy which these have promoted, and give recommendations as to how this model can be strengthened in order to support their future development.
- Evaluate the impact that the initiatives have had in strengthening organizationally or empowering communities, identifying aspects which have contributed to their success as well as those which could be improved.
- Deliver specific recommendations for each of the initiatives which can be used for developing a strategy of guidelines for the future in each of the initiatives.

2.- Methodology:

This section offers a summary of the focus or methodology of the Evaluation. However, it should be stated that the evaluation team must if necessary revise this. Any change must be made in accordance with international professional evaluation criteria, norms and standards adopted by the United Nations Evaluation Group. Any change must be approved by the UNDP Country Office before being implemented.

3. Review of documentation

All documentation will be delivered to the evaluation team by the UNDP Country Office (CO) and the Project Staff or Project Coordinating Unit (PCU). The PCU and the CO will prepare a note for each document indicating its relative importance as well as the key sections to which the evaluator should pay particular attention. The Evaluator must consult all relevant sources of information including, among others: the UNDP and GEF evaluation policy, the Project Document, the Guidance Committee's meeting minutes and decisions, the Project budget, operational and work plans, progress reports, the PIR's, Project files, UNDP guideline documents, Chilean legislation relevant to the Project, and any other material which may be useful. The Project Coordinator will also deliver a report with the main lessons learned and Project accomplishments.

It will be the consultant's task to organize, prioritize and classify the information necessary to understand how the seven results were developed. Once the necessary information and data is collected, the consultant must organize and classify it and write up the final report.

In order to achieve this, he/she must consult the appropriate documentation and establish interviews with stakeholders who have been involved with the Project and have made a contribution to its implementation. He/she must also establish a working methodology with CONAMA's Department of Natural Resources and the Coordinating Unit in order to assure better progress towards the desired results.

3.- Interviews:

The evaluation team will carry out interviews with at least the following institutions and individuals: National, regional and municipal authorities, members of the PGC, the UNDP Program Officer, the UNDP/GEF Regional Advisor on Biodiversity for Latin America, the Chief of the EM's Division of Natural Resources, Waste and Risk Evaluation. The Consultant must develop a process for carrying out semi-structured interviews in order to assure that all issues are covered. Group discussions (focal groups) with Project beneficiaries should be held whenever necessary.

4.- Questionnaires

Participative techniques and others should be applied if necessary for collecting and analyzing data.

5.- Field Mission:

The consultant team is expected to make a field visit for a period of 14 days. Taking this into account, the candidate for this job is requested to include in his/her offer both his/her professional fees and travel expenses (fares, per diem and terminal costs) for this mission.

6.- Evaluation team:

A team of two independent consultants will carry out the Final Evaluation of this Project. The Evaluation Team should include professionals with profiles that offer a wide range of knowledge and abilities.- experience in analysis and evaluation, abilities in the technical areas covered by the Project, knowledge about biodiversity conservation, institutional frameworks, strategic communication and public policy, as well as experience in areas of social and economic development. The evaluators must also have up-to-date knowledge of the GEF strategies and policies.

The evaluation team will consist of an international or senior consultant, and a national consultant.

The **international consultant** will be the team leader and will be responsible for submitting the evaluation report. In this role, the leader will coordinate with the other members of the team to define their *modus operandis* and the schedule of inputs for the report and final revisions. With the assistance of the Project counterpart, the UNDP Chile Field Office will be the headquarters for this evaluation. The headquarter's responsibilities regarding this evaluation include coordinating with the Project staff in order to establish the interviews with the joint implementation agents; arrange the logistics for the field visits; coordinate hiring of the international expert with the EM and the UNDP/GEF RCU; and ensure timely delivery of the evaluation team's expenses and travel arrangements. The Project will finance hiring of the consultant. The indications for this budget proposal will be included in the Annex.

The international consultant's functions within the evaluation team are as follows: 1) to evaluate Project design and progress toward the established objectives; 2) to evaluate sustainability, appropriation, monitoring and evaluation, efficiency, impact achievement, among other aspects; 3) to evaluate the implementation capability of the different Project entities, carefully reviewing their ability to carry out their specific responsibilities; 4) to evaluate how the different entities relate to each other, keeping in mind at all times a clear definition of the specific roles of each one of them; 5) to compile and edit the inputs of the other evaluator and prepare the final report.

As for the **nacional consultant**, his/her role will be to assist the international consultant by offering a complementary, independent viewpoint of the national and institutional context in which the Project has been carried out. In addition, he will assist the international consultant in the initial collection and analysis of documentation and location of key stakeholders for the final evaluation, and will make a substantial contribution to setting up the schedule of field visits.

The **specific functions of the national consultant** are outlined under paragraph VII below.

VII. Funtions of the national consultant

The **nacional consultant** will fulfill the following functions:

1.- The national consultant will begin work five days before the arrival of the international consultant. During this time, the national consultant will be in Puerto Montt to make sure that the required documentation is compiled, available and sent to the international consultant; to coordinate appropriate meetings for the first day of the international team's visit; and to plan logistics for visiting the participating institutions.

2.- To insure that the evaluation is carried out in an objective fashion, by contributing a point of view which while external to the Project itself, offers a local and national perspective.

3.- Compile basic documentation, prepare meetings, identify key informants, assist with planning and logistics, among others.

4.- He/She will provide the senior consultant with a written general assessment regarding the different aspects of the Project (design, impacts, implementation, etc.), always with an emphasis on each area from a national perspective, describing the political-institutional framework in which the Project was designed and carried out. He will also provide information and guidance to the international consultant, as much as possible, in response to any specific request.

5.- To carry out an initial analysis of the financial aspects of the Project, including interviews with its staff and the UNDP Chile Office, completing the joint financing table (see Annex I, Part 3)

VIII. Products Expected:

The evaluation team is expected to deliver the following products:

1.- Oral presentation of the main conclusions of the evaluation: this must be presented in the UNDP Country Office before the end of the evaluation mission, which will make it possible to verify, validate and clarify the evaluation conclusions.

2.- Evaluation Report: This report must be submitted electronically to the UNDP Country Office (CO), to the UNDP-GEF Regional Coordination Unit (RCU), and to the Project staff within two weeks following the end of the mission. All parties must review the document and submit their observations and/or comments to the Project staff no later than one month following report submission. The evaluator(s) will review the comments and include them in the final report which must be submitted no later than one week following receipt of the comments. In the event that there are discrepancies between the evaluation team's observations and conclusions and the above-mentioned parties, an annex must be added to the document explaining these discrepancies. The UNDP-GEF RCU and the UNDP CO will sign a final approval form for the document to be attached to the final report.

A model for the Evaluation Report is to be found in Annex I of these Terms of Reference. The consultant must consider all the contents proposed in this model when developing his final report.

IX. Final Result

To make available a final Project evaluation which makes it possible to review its relevance, effectiveness and efficiency in its completed implementation phase, and to identify the degree of success of this initiative as well as the lessons learned for future opportunities.

X. Abilities and Experience Required

Education	Professional-level in the area of natural or social sciences
	Specialization or experience in biodiversity conservation via protected areas in land eco-systems and landscapes; rural and native community development (desirable)
Experience and abilities	Must have extensive experience in project monitoring and evaluation within a context of complex institutional and communications arrangements
	Must have work experience in the Chilean public sector at the technical-political decision-making level.

	Broad experience is preferred in projects for biodiversity conservation in land eco-systems and landscapes, with particular emphasis on protected areas and biodiversity conservation instruments for productive territories;
	Preference will be given to consultants with knowledge of follow-up and evaluation and with the GEF and/or UNDP project evaluation policies.
	Must have a good command of the log frame methodology and have knowledge of governmental, private and non-governmental organizations related to the environment and conservation of natural resources;
	Must have knowledge of local development and participation of relevant stakeholders in institutional administration of Protected Areas.
	Must have knowledge/experience regarding methodologies for evaluating management and administration.
	Must have knowledge/experience in overall evaluation of adherence to the norms and procedures of administrative, financial and reporting system of the Project, verifying that they meet the UNDP and GEF financial rules and regulations.
	Must have knowledge of the system of administration, management and reporting for projects which are similar in their subject matter, magnitude and complexity.
	Must have knowledge of the UNDP and the GEF financial and overall rules and regulations.
	Must be able to assist in the development of management and administration systems.

XI. General Conditions

1. Operational and Implementation Arrangements:

- The evaluation has been requested by the UNDP, headed by the UNDP Chile Office, as the Project Implementation Agency.
- The UNDP Chile Office has the overall responsibility for the timely delivery of contract payments.
- The Project Staff will organize the field mission (travel arrangements, meetings with key stakeholders and beneficiaries, interviews and field visits).
- The Evaluation Team will receive a brief oral summary from the Country Office and the RCU, via a phone-conference, at the beginning of its mission. It is also expected that the team deliver an oral summary of the preliminary results and conclusions of the evaluation mission to the CO and to the RCU.
- In the event that further consultations are needed with the CO and the RCU regarding the mission and the Project, these can be coordinated while the evaluation is being carried out.

These terms of reference are based on the UNDP/GEF policies and procedures and have been agreed upon, along with the mission schedule, between the UNDP-CO, the UNDP-GEF-RCU and the Project Staff. The final report must have been accepted and approved by the UNDP before being made public. For this reason, the UNDP-CO and the UNDP-GEF-RCU must formally express their approval of the report (see Annex I).

- The expert will be selected by means of the procedure established by the UNDP for this type of contract.
- The expert who is hired will treat all information related to the development of his/her work as confidential, and must not communicate it to third parties without the UNDP's Resident Representative's authorization.

XII. Length of Contract

It is expected that the contract will begin around 15 October 2013. The contract is for a period of two months.

XIII. Work Location and Meeting Schedule

The specific functions of this assignment do not require full-time work nor regular presence in the UNDP Santiago offices. Depending on the specific contents of each stage of the work, a minimum of meetings with their counterpart will be scheduled and their frequency will be agreed upon at a meeting with the counterpart at the beginning of the mission within the first 15 days of contract signing. Presentation of the products required in the advance reports will occur in accordance with what has been laid down in paragraph XIV, which establishes the delivery of reports and the percentage of payment corresponding to each.

XIV. Benefits

As per UNDP standards for this type of contract.

XV. Criteria for Evaluation, Results and Recommendations

- Once the proposals have been received from the individual candidates, they will be examined by an evaluating commission made up of professionals representing the UNDP.
- The evaluation process consists of two stages: the first is a review of the curricular information, which will be given a technical grade (TG) with a maximum of 100 points; and a

second stage, reserved for those candidates who received 70 or more points in the technical evaluation, and which consists of examining these candidates' bids. The economic grade (EG) will be calculated using the following formula:

$$EG_i = 100 \times [LEO / EO_i] \text{ where,}$$

EG_i - Consultant's Economic Grade
 LEO - Lowest economic offer
 EO_i - Consultant's Bid

Finally, the technical grade and economic grade will be weighed, the technical grade having 70% and the economic grade 30% of the final result. Therefore, the final grade (FG) will be obtained by the following manner:

$$FG_i = 0.7 \times TG_i + 0.3 \times EG_i \text{ where}$$

FG_i - Consultant's (i) Final Grade
 TG_i - Consultant's (i) Technical Grade
 EG_i - Consultant's (i) Economic Grade

The consultancy will be awarded to the professional with the highest final grade.

- The criteria for curricular evaluation are the following:

A. Professional Education

B. Overall Experience

Evaluation of Candidates' Background		Max Grade	Candidates				
			A	B	C	D	...
1.1	Professional in the natural or social sciences. Professional in other areas: 5 pts Professional in the areas identified: 15 pts	15					
1.2	Specialization or experience in projects relating to biodiversity conservation in land eco-systems and landscapes, with particular emphasis on protected areas systems and instruments for biodiversity conservation in productive territories, and in landscapes; rural and native development. Experience in Chile desirable. 1 to 2 projects: 5 points 3 to 5 projects: 10 points 6 to 10 projects: 20 points	15					
1.3	Experience in development and/or evaluation of biodiversity projects in Chile 1 to 2 projects: 5 points 3 to 5 projects: 10 points	10					
1.4	Has work experience in the Chilean public sector at the level of technical-political decision-making From 0 to 2 years' experience: 2 pts	10					

	From 3 to 4 years' experience: 5 pts Five or more years' experience: 10 pts						
1.5	Broad experience in evaluating projects with institutional and communicational arrangements with multiple stakeholders and results, with the participation of different public and private services and NGO's involved in the area of the environment and the management of natural resources. 1 to 2 projects: 2 points 3 to 5 projects: 5 points 6 to 10 projects: 10 points	10					
1.6	Knowledge of evaluation of projects implemented by international entities 0 to 2 project evaluations: 5 pts 3 project evaluations: 10 pts 4 or more project evaluations: 15 pts	15					
1.7	Must have a good command of the log frame methodology; Evaluation of between 0 and 2 projects using this methodology: 0 pts Evaluation of 3 to 5 projects: 5 pts Evaluation of 6 or more projects: 10 pts	10					
1.8	Must have a very good and demonstrable command of spoken and written English (include certificate if possible) Basic Level: 0 pts Intermediate Level: 5 pts Advanced Level in Spanish: 10 pts	10					
Total Points		100					

XVI. Delivery of Reports

Modes of payment and specifications:

The evaluators will be hired directly with funds from the Project budget; the mode, dates and percentage of payments will be as follows:

Products	Dates	% of payment
Field mission and delivery of preliminary results (06 Nov.)	At the beginning of the field mission (24 October - 06 November)	The amount corresponding to fares and travel expenses included in the economic proposal
Against delivery and approval of the Draft of the Final Evaluation Report	6 weeks from the beginning of the contract (25 November)	50% of the total economic proposal
Against delivery and approval of the Final Report	8 weeks from the beginning of the contract (9 December)	final 50% of the economic proposal

The Program Officer for Energy and the Environment will be in charge of monitoring this consultancy, jointly with the Regional Biodiversity Advisor for the GEF-UNDP projects.

The quality of the final report will be evaluated by the UNDP-CO and the UNDP-GEF-RCU. If the quality does not meet the UNDP-GEF standards and requirements, the evaluators will be requested to rewrite or correct the document (as necessary) before payment of the final installment.

These terms of reference are based on the UNDP-GEF policies and procedures and have been agreed upon, as well as the mission schedule, between the UNDP-CO, the UNDP-GEF RCU and the Project Staff. The final report must have been accepted and approved by the UNDP before being made public. For this reason, the UNDP-CO and the UNDP-GEF-RCU must formally express their approval of the report (see Annex I, part 5).

Documentation to be presented by the consultant chosen:

- Photocopy of his/her Identity Card.
- *Certificado de Antecedentes* from the Chilean Public Registry.
- Medical Certificate indicating aptness for work, if the candidate is over 62 years old.
- N° Bank Account and Bank address where payments to the consultant are to be made.

ANNEX I

Part 1 – Ejemplo de outline for the Mid-Term Evaluation Report

The mid-term evaluation report should be laid out in the following manner:

- (i) **Executive Summary**
The executive summary should give a brief description of how the evaluation was carried out, as well as of the report's contents and its findings. In this respect, it should contain at least the following:
 - Brief description of the Project
 - Context and purpose of the evaluation
 - Main conclusions, recommendations and lessons learned
 - Table which summarizes the assessments made in this evaluation
- (ii) **Introduction**
 - Purpose of the evaluation
 - Key issues addressed
 - Evaluation methodology
 - Structure of the evaluation
- (iii) **Project Concept and Design**
This section should begin describing the context of the problem the Project is addressing. It should determine how efficiently the Project concept and design can deal with the issues, with emphasis on the consistency and logic of the Project's strategy and the log frame. Toward this end, the evaluators must review planning documentation, such as the PRODOC and the POA's, among others. This chapter should include at least the following:
 - Project Inception and Duration
 - Problems which the Project expects to address
 - Immediate objectives of the Project and its development objectives
 - Stakeholders

- Expected results

(iv) Project Implementation

Regardless if the Project was correctly designed or not, the next question which must be addressed is: has the Project been properly implemented? In this section, the main point to be determined is if the activities and the results were completed within budget and in a timely manner, in accordance with the work plan and in accordance with the GEF project criteria, in particular the following:

- Participation of joint implementation institutions:
This should include an assessment of the information and dissemination mechanisms during Project implementation and the context of joint implementors' participation in management, putting special emphasis on the following:
 - Monitoring and Evaluation.- Include an assessment regarding whether the periodic reviews of activities carried out during implementation have been adequate to establish whether the inputs, tasks, schedules, actions required, and results have progressed according to plan. In addition, find out if formal evaluations have been carried out and if action plans have been established for monitoring these evaluation reports.
- Financial Planning: Include an evaluation of the real cost per component and activity, the cost-efficiency of the results, financial management (including payments), joint funding (delivery of funds in accordance with the schedule, amounts, exchange rate, commitments for the remainder of the Project, etc.), and fulfillment of the concept of incremental costs.
- Implementation and Execution Modes: This should take into account the effectiveness of the UNDP and of the EM counterparts in their participation in the selection process, contracting personnel, specialists, consultants, counterpart personnel, as well as in the definition of their roles and functions; as well as the quantity, quality and timeliness of Project inputs for the implementation activities, approval of necessary legislation and budget, and the manner in which these might have affected Project implementation. Finally, the quality and timeliness of the UNDP and Chilean Government inputs as well as those of other stakeholders charged with providing inputs to the Project, and the manner in which these may have affected Project implementation.
- Coordination and Guidance Modes: Assess the relationship between the Project and the EM, at the national but also, in particular, at the regional level, in its role as technical counterpart and as the entity responsible for the Project to the GEF. In this respect, it is also pertinent to assess the relationship between this Project and other GEF projects (Cantillana, Marine, NSPA)

(v) Project Results and Sustainability

This section should include an assessment of how successful the Project has been to date regarding fulfillment of its immediate objectives and its development objectives. An attempt should be made as well to answer the question: "What happened, and why?" The impact indicators in the log frame matrix are crucial for completing this section. An advanced assessment of the prospects for sustainability of the results should also be provided.

A basic outline of the minimal items which should be included follows:

- Project Design
 - Conceptualization/design
 - National Appropriation

- Participation of stakeholders
 - Replicability
 - Benefit (Cost effectiveness)
 - The UNDP Comparative Advantage
 - Links between projects and other interventions in the same sector
 - Indicators
 - Management arrangements
 - Project Implementation
 - Financial Planning
 - Monitoring and Evaluation
 - Implementation and Execution Modes
 - Management provided by the UNDP Office
 - Results
 - Achievement of products/results and objectives
 - Sustainability
 - Contribution to improving capabilities of national/local personnel.
- (vi) Conclusions
A list of the main points or conclusions of the evaluation, placing special emphasis on the following:
- Corrective actions for the design, implementation, monitoring and evaluation of the Project;
 - Actions for follow-up of or for strengthening the initial Project benefits;
 - Proposals for future directives that will reinforce the achievement of the main objectives;
- (vii) Lessons learned and best practices
A list of the lessons that can be useful to the Project or to other projects, regarding good and bad practices, on issues relating to relevance, benefits and success. The lessons will confirm or deny the validity of the theory on which the Project interventions were based, when compared to observations of the present implementation.
- (viii) Recommendations
In this section, the evaluators must be as specific as possible, seeking to provide detailed recommendations as to how to optimize achievement of the objectives in the final phase of the Project and with the resources available both from the GEF and from joint funding. They should also be specific regarding to whom the recommendations are directed and exactly what actions each stakeholder should take. These recommendations may include sets of options and alternative actions.
- (ix) Annexes to include with the Evaluation Report
- Terms of reference for the evaluation
 - Agenda and itinerary
 - List of persons interviewed
 - Summary of the field visits
 - List of documents reviewed
 - Questionnaires utilized and summary of the results

- Joint Financing and Financial Planning – Procured Funding
- Tracking Tools

General Considerations Regarding the Report:

- Format: Times New Roman – 11; single spaced; automatic table of contents; page numbering (below center); the use of graphs and photographs is suggested, when relevant
- Length: Maximum 50 pages total, excluding annexes
- Delivery Dates: First Draft no later than two weeks after the end of the mission.

Part 2: GEF Terminology

Implementation Focus includes an analysis of the Project's log frame, adaptation to changing conditions (adaptive management), alliances in the planning of implementation, changes in Project design and in general, in Project management/administration.

Some elements of an effective implementation focus could include the following:

- The use of a Log Frame, during implementation, as a tool for management and for Monitoring and Evaluation (M&E)
- Effective alliances established for Project implementation with relevant stakeholders involved in the country/region.
- Lessons from other relevant projects (i.e. same focal area) incorporated in Project implementation.
- Feedback from M&E activities utilized for adaptive management.

National Appropriation consists of the Project's relevance in the context of the country's development and environment agendas, the beneficiary country's commitments and regional and international agreements (when applicable).

Some effective appropriation elements could include the following:

- The Project concept originates from the country's own sectoral and development plans.
- The Project results (or potential results) have been incorporated in the country's own sectoral and development planning.
- Relevant representatives of the country (i.e. government officials, civil society, etc.) are actively involved in identifying, planning and/or implementing the Project
- The beneficiary government maintains a financial commitment with the Project
- The Government has approved policies and/or modified regulatory frameworks in line with the Project's objectives.

For those projects whose main focus and stakeholders are more in the private sector than in the public sector (i.e. IFC projects), some indications of effective appropriation showing the interest and commitment of the local private sector to the Project could include:

- The number of companies which participate in the Project: receiving technical assistance, applying for financing, attending informational events, adopting environmental standards promoted by the Project, etc.
- The amount contributed by the participating companies in order to obtain the environmental benefits fostered by the Project, including the following: equity investments, guarantees proffered, joint financing of Project activities, contributions in kind, etc.
- Project collaboration with industrial associations.

Participation of Key Stakeholders consists of three related and, generally speaking, overlapping processes. These are: information diffusion, consulting “key stakeholders”, and their participation. The key stakeholders might be individuals, groups, institutions or other entities which have some interest or a role in the final results of the GEF-financed Project. The term can also include those who might be negatively affected by the Project.

Examples of effective public intervention include the following:

Information Diffusion

- Implementation of appropriate awareness-building/consciousness-raising campaign
- Consulting stakeholders and their participation
- Consulting and utilizing capabilities, experiences and knowledge of NGO’s, local communities and groups, the private sector and academic institutions in the design and evaluation of Project activities.

Participation of key stakeholders:

- The Project’s institutional networks well placed in all the national or community organizational structures, for example, promoting community decision-making structures incorporating local knowledge and transferring management responsibilities to community or local organizations as the Project approaches termination
- Building alliances between different Project stakeholders
- Fulfillment of the commitments made to key local stakeholders and that the key stakeholders consider that they have been adequately involved.

Sustainability measures the degree of continuity of the benefits, inside and outside the realm of a particular project, once the GEF’s outside assistance has ended. Relevant factors for improving the sustainability of the Project’s results include the following:

- Development and implementation of a sustainability strategy
- Establishing financial and economic tools and mechanisms to assure the constant flow of benefits once the GEF assistance has come to an end (from the private and public sectors, income-generating activities and market transformations for promoting the Project’s objectives)
- Development of adequate institutional arrangements on the part of the public and/or private sector(s)
- Development of policy and regulatory frameworks which promote the Project’s objectives
- Incorporation of environmental and ecological factors which could affect the future flow of benefits
- Development of appropriate institutional capabilities (systems, structures, personnel, specialists, etc.)
- Identification and participation of *defenders* (ex: individuals in the government and civil society who can promote the sustainability of the Project results)
- To reach social sustainability, for example, through Project activities being integrated or incorporated into the economy or productive community activities (mainstreaming)
- To reach the consensus of the key stakeholders regarding the courses of action to be built upon the Project activities.

Replicability in the context of the GEF projects is defined as the lessons and experiences which

emanate from the Project, which are replicated or broadened in the design and implementation of other projects. The replication may be in the realm of: an adequate replica (lessons and experiences which were replicated in different geographic areas), or a broadened replica (lessons and experiences which are replicated in the same geographic area but supported by another entity). Examples of replicability options include the following:

- Transfer of knowledge (i.e., diffusion of lessons via documentation regarding the Project's results, training workshops, exchange of experiences, national and regional forums, etc.)
- Expansion of the Project's demonstration pilots
- Development of capabilities and the training of individuals and preparation of institutions for expanding the Project's impact within the country or in other regions.
- Making available those individuals, institutions or companies trained by the Project, for replicating the Project's results in other regions

Financial Planning includes the Project's present costs per activity, financial management (including payment issues) and the joint financing (see Annex 2 for a more detailed explanation of joint financing). If a financial audit has been made, the most relevant of its findings must be presented in the Evaluation.

Adequate financial planning includes the following:

- Rigorous financial controls, including reporting and planning, which make it possible for the Project administration to make informed decisions regarding the budget, at any time, maintaining an appropriate and timely flow of funds and the payment of the Project's tangible products
- Diligence in the management of the funds and the financial audits.

Cost-Effectiveness evaluates the scope of the environment objectives against Project development, as well as of the products in relation to the implementation effort, costs and time. It also considers Project compliance applying the concept of incremental cost. The factors of cost-effectiveness include the following:

- Fulfilling the incremental cost criteria (ex.: the GEF funds are used to finance a Project component which would not have been feasible without the GEF funding) and guaranteeing joint financing and associated funding
- The Project accomplished the planned activities and reached or surpassed the anticipated results in terms of fulfilling the Environment and Development Objectives in accordance with the schedule and is cost-effective as was initially planned.
- The Project applied a point of reference or comparative approximation focus (it did not exceed the level of costs of other projects implemented in a similar context). A point of reference focus in Climate Change and Ozone projects measures cost-effectiveness utilizing an accepted threshold such as, for example, reduction of 10\$ton of carbon equivalent, and thresholds for the gradual removal of specific substances which reduce the ozone, measured in dollars spent per Kg. (\$/Kg.) for each type of ODS reduced.

Monitoring and Evaluation. Monitoring is defined as periodic supervision of a process or the implementation of an activity which seeks to establish if the inputs, work plans, other actions required and products are progressing as planned, for the purpose of taking actions in a timely manner for correcting the deficiencies that have been detected. Evaluation is defined as the process by which the programmed inputs, activities and results are analyzed and compared explicitly against the baseline standards or conditions, utilizing output indicators. This will make it possible for Project administrators and planners to make decisions based on data regarding the level of Project implementation, output indicators, level of financing available, etc., based on the Project's log frame.

Monitoring and evaluation include activities for measuring the Project's impacts, such as defining progress indicators, procedures for establishing and measuring the baseline. It is necessary for projects to implement monitoring and evaluation plans with adequate financing and appropriate personnel, and to include activities such as methods for data collection, the description of sources, collection of baseline data and participation of key stakeholders. Because of the long-range nature of many of the GEF's projects, they are encouraged to include long-term monitoring plans which can be sustained once the Project itself has terminated.

Part 3 : -Financial Planning – Joint Financing

Definitions:

Procurement Funds: Procurement funds are those additional resources – beyond those committed at the time of Project approval – which are mobilized following the Project’s direct results. Procurement funds can be in money or in kind and can come from other donors, NGO’s, foundations, governments, communities or the private sector. Please describe briefly what resources the Project has procured from the time of inception, and indicate how these resources have contributed to the Project’s final objective.

“Planned” Joint Financing refers to the “CEO endorsement” funding sources.

• Please describe the “Non-Donation Instruments”: _____

• Please explain “Other Types of Joint Funding”: _____

• Please explain “Other Sources of Joint Funding”: _____

For those Projects where the expected levels of joint financing were not reached, please explain “Other types of Joint Funding”. Please describe in 50 words the resources that the Project procured from

<u>Joint Financing</u> (Type/Source)	<u>Implementa</u> <u>tionAgency</u> <u>Self-</u> <u>Financing</u> (thousands US\$)		<u>Non-GEF</u> <u>Multilateral</u> <u>Agencies</u> (thousands US\$)		<u>BilateralAg</u> <u>encies</u> (thousands US\$)		<u>Central</u> <u>Government</u> (thousands US\$)		<u>Local</u> <u>Government</u> (thousands US\$)		<u>Private</u> <u>Sector</u> (thousands US\$)		<u>NGO</u> (thousands US\$)		<u>Other</u> <u>Sources</u> (thousan US\$)	
	<u>Plan</u> <u>ned</u>	<u>Actu</u> <u>al</u>	<u>Plan</u> <u>ned</u>	<u>Act</u> <u>ual</u>	<u>Plan</u> <u>ned</u>	<u>Act</u> <u>ual</u>	<u>Plan</u> <u>ned</u>	<u>Actu</u> <u>al</u>	<u>Plan</u> <u>ned</u>	<u>Actu</u> <u>al</u>	<u>Plan</u> <u>ned</u>	<u>Actu</u> <u>al</u>	<u>Plan</u> <u>ned</u>	<u>Actu</u> <u>al</u>	<u>Plan</u> <u>ned</u>	<u>Actu</u> <u>al</u>
<u>Donations</u>																
<u>Loans</u>																
<u>Credits</u>																
<u>Investment in</u> <u>stocks with</u> <u>variable</u> <u>interest</u>																
<u>In kind</u>																
<u>“Non-</u> <u>Donation”</u> <u>Instruments</u>																
<u>Other types</u>																
<u>Totals</u>																

inception, and indicate how these resources contributed to the Project’s global environment objective.

Part 4 – Form for Management and Follow-Up Response

Evaluation Title: _____

Evaluation Completion: _____

Actions on	Management Response*				Follow-Up	
	Response	Key Actions	Date	Responsible Entity(ies)	Status***	

* The unit(s) assigned to preparing the management response should fill in the columns under the management response section.

** The unit(s) assigned to preparing the management response should up date implementation status.

*** * Implementation Status: Finalized, Partially Finalized, Pending.

Part 5: Approval Form to be filled out by the UNDP-CO and the UNDP-GEF-RCU

Revised and approved by:

UNDP Country Office

Name: _____

Signature: _____

Date: _____

UNDP-GEF- RCU

Name: _____

Signature: _____

Date: _____

II. DOCUMENTS REVIEWED

1. Project Document
2. Project Milestones (H Hegret)
3. UNDP-GEF Evaluations Guide
4. Mid-Term Evaluation
5. Substantial Project Revision
6. Final Report of the Consultancy for the Participative Design of a Regional System of Protected Areas in Southern Chile: Institutional , Administrative and Financial Mechanisms
7. POA's 2008, 2009, 2010, 2011, 2012, 2013
8. PIR's 2009, 2010, 2011, 2012, 2013
9. QPR's 2008, 2009, 2010, 2011, 2012, 2013
10. MEETING MINUTES N° 1 of the GUIDANCE COMMITTEE of the GEF EVERGREEN PROJECT 2008
11. MEETING MINUTES N° 1 of the GUIDANCE COMMITTEE of the GEF EVERGREEN PROJECT 2009
12. MEETING MINUTES of the GEF SIRAP PROJECT GUIDANCE COMMITTEE 2010
13. MEETING MINUTES of the GEF SIRAP PROJECT GUIDANCE COMMITTEE 2012
14. PIM'S 1859
15. CDR's 2007, 2008, 2009, 2010, 2011, 2012.
16. DO 2013
17. "Initial-Final Characterization of the GEF SIRAP Project Intervention Areas"
18. Classification Report on Native Peoples' Conservation Territory
19. Classification Report on Valdivian Coastal Reserve
20. Classification Report on Valdivian Coastal Reserve Buffer Zones
21. Classification Report on *Así Conserva Chile*
22. Classification Report on Establishment of the Rio San Pedro Conservation Landscape Development Council.

23. Classification Report on the Establishment of a Development Council for Implanting a Model for Joint Territorial Management for Sustainability. The San Pedro River Valley Conservation Landscape.
24. Classification Report on the FDNR
25. Classification Report on Melillanca Guanqui
26. Classification Report on Municipal Bureaus.
27. ACCh Business Case
28. FNDR Business Case
29. GAPP Business Case
30. Mapu Lahual Business Case
31. PCVRSP Business Case
32. SIRAP Business Case
33. Villarica- Mocho-Choshuenco Buffer Zone Business Case
34. VCR Management Plan
35. Biodiversity Strategy for Los Rios Region.
36. SNASPE Los Ríos Financial Sustainability Indicator
37. “Establishing the SNAPE Los Ríos Strategic Plan and Financial Plan”.
38. Identification of financial mechanisms selected according to the 4 quadrant method, for a short, medium and long-term implementation period.
39. Coastal Alerce National Park Business Plan.
40. Mocho Choshuenco National Reserve Business Plan.
41. Text detailing the implementation procedure for the established Financial Plan.

III. INTERVIEWEES VIA SKYPE

NAME AND POSITION	DATE AND TIME	SKYPE	SUBJECT
Nadia Mujica UNDP-Chile Program Assistant	Monday 14 at 12 noon	nadiamujica	Implementation Process. Quality of Results
Raúl O’Ryan UNDP-Country Office Program	Monday 14 October 15:00 hrs.	rauloryan	Implementation Process.

Officer			Quality of Results
Fernando Valenzuela NSPA Chile Project Coordinator	Tuesday 15 October 10:00 hrs.	fevalenz	Relevance of Results GEFSIRAP for the NSPA
Helen Negret Regional Technical Advisor- Biodiversity	Wednesday 16 October 15:00 hrs.	helen_negret	Implementation Process. Quality of Results
Aarón Cavieres Monitoring Chief GEF-SIRAP	Friday 18 October 16:00hrs.	aaroncavieres	Indicators and Monitoring
Leonel Sierralta Biodiversity Chief EM	Monday 28 October 15:00 hrs.		Relevance of GEF-SIRAP results. Importance of GEF-SIRAP

IV. ITINERARY OF FIELD VISITS

						Place Lodging
Monday	21-10-2013	Staff Meeting 09:00 a 13:00 Hotel Don Luis Resp. SG	Lunch Interview 13:00 to 15:00 Meeting with government authorities, Los Lagos Region SEREMI's of EM, Agriculture, Economy, GORE, SERNATUR Resp. EW Hotel Don Luis	15:00 to 17:00 Los Lagos EM SEREMI and National Project Director Resp. MA Hotel Don Luis P. Montt	17:30 to 19:00 Meeting with Cochamó Mayor and Council Members of the Municipalities Association Resp. GP Hotel Don Luis	Puerto Montt
Tuesday	22-10-2013	09:30 to 12:00 Visit to pilot farms in La Quemada and Río Sur sector Resp. IM		14:00 to 18:00 Visit to pilot farms in the Pocolhuén-Rollizo sector. Meeting with Apiculture Committee Directorship Resp. IM		Valdivia
Wednesday	23-10-2013	10:00 to 17:00 Interview with TNC, visit to Valdivian Coastal Reserve and Buffer Zone pilots Resp. RV				Valdivia
Thursday	24-10-2013	09:00 to 12:00 Meeting in Los Lagos Municipality with Mayor, Conservation Landscape Bureau and		14:00 to 19:30 Visit to pilot farms in San Pedro River Valley Conservation Landscape Resp.		Valdivia

		Council Directorship Resp. FA	FA	
Friday	25-10-2013	09:00 to 18:00 hrs Interviews in Valdivia: SEREMI EM/WWF/GORE/CORE/CONAF/ACCh/AGAPP Resp. MA/RV		Osorno
Saturday	26-10-2013	10:30-12:30 Meeting with Melillanca Guanqui Native Community and Mapulahual Native Association Resp. PN	13:30-18:30 Visit to Juan Melillanca Park Resp. PN	Puerto Montt

V. INTERVIEWS DURING THE FIELD VISIT

MONDAY 21 OCTOBER GEF-SIRAP Staff

1. Marieli Alvarez, EM Technical counterpart for the Project
2. Gonzalo Pineda, Project Coordinator
3. Richard Velasquez, Communications Coordinator
4. Sandra Guaitro, Administrative-Financial Coordinator
5. Fernando Aizman, Biodiversity Coordinator
6. Ignacio Molina, Forestry-Agriculture-Animal Husbandry Coordinator
7. Patricia Naguil, replacing Angélica Kandzior, Rural Development Coordinator
8. Aarón Cavieres, Monitoring and Evaluation Coordinator

Los Lagos Region Government Representatives

9. Edgar Wilhelm, Los Lagos EM SEREMI
10. Alex Guarda, Los Lagos Economy SEREMI
11. Rodrigo Mardones, Los Lagos Agriculture SEREMI
12. Gonzalo Larraín, Regional Director (s) of SERNATUR for Los Lagos

Los Lagos Region Association of Buffer Zone Municipalities

13. Marcela Chávez, Cochamó Town Council Member
14. Eduardo Grove, Cochamó Town Council Member (representing the Mayor)
15. Jorge Olavarría, Technical Advisor-Secretary for the Association of Municipalities which promote tourism and apiculture in the buffer zones

Tuesday 22 October Field visit to the Andean Alerce NP and the Llanquihue NR Buffer Zone

16. Rubén Ojeda, producer from the La Quemada sector (forestry enrichment pilot)
17. Joel Vidal, producer from the Río Sur sector (farm planning pilot)
18. Juan Pablo Ñancavilú, assisting Forestry Specialist
19. Enrique Vera, assisting Agriculture Specialist
20. Carlos Parra, President of the Pocolihuén sector Association of Bee Keepers
21. Sergio Mancilla, Bee Keepers' Association member and Cochamó Town Council Member
22. Erwin Codjambasis, assisting Apiculture Specialist
23. Adriel Marin, Producer from the Pocolihuén sector (honey, cabins, cattle raising)
24. Jorge Andrade, Bee Keeper
25. José Andrade, Bee Keeper

Wednesday 23 October Valdivian Coastal Reserve and joint buffer zones with the Coastal Alerce National Park

26. Alfredo Almonacid, Valdivian Coastal Reserve Administrator
27. Patricia Poveda, VCR Community Park Ranger
28. Tatiana Nulin, Systemic Consultant (design of trail for the handicapped "*Colmillos de Chaihuín*")
29. Dafne Go, Systemic Consultant (design of the trail for the handicapped "*Colmillos de Chaihuín*")
30. Danilo Pérez, VCR Park Ranger
31. Erwin Ovando, VCR Park Ranger (guided visit to the "*Colmillos de Chaihuín*" trail)
32. Solange Barbet, PROMAGRA Consultant, assisted with Huiro Cattle Plan
33. Rubén Celedón, Consultora PROMAGRA Consultant, assisted with Huiro Cattle Plan
34. Mrs. Margarita, "*Donde la Sahló*" Restaurant, small enterprise supported by an FNDR Program
35. Víctor Antillanca, producer in the Huiro sector
36. Omar Ponce, Producer in the Huiro sector

Thursday 24 October San Pedro River Valley Conservation Landscape

37. Simón Mansilla, Mayor of Los Lagos
38. Claudio Sepúlveda, Mayor of Máfil
39. Merlín Velásquez, Máfil Town Council Member
40. Patricio Espinoza, Los Lago Town Council Members
41. Hugo Silva, Los Lagos Town Council Member
42. Laura Santana, member of the Conservation Landscape Development Council Directorship
43. Álvaro Naranjo, Lieutenant Coronel in the Chilean Armed Forces, Administrator of the Pupunahue Equine Reproduction Center
44. Sergio Ulloa, President of the Riñihue Neighborhood Council and member of the Conservation Landscape Development Council, representing the social organizations
45. Jaime Varas, Forestry Specialist from Valdivia-ARAUCO
46. Leonardo Alarcón, Chief of Natural Resources, EM SEREMI, Los Ríos Region
47. Herman Peña, producer on Los Leones farm
48. Natalia Campos, Chief of the Los Lagos Conservation Landscape Municipal Bureau

Friday 25 October Interviews with public and private entities in the Los Ríos Region

49. Daniel del Campo, Los Ríos EM SEREMI
50. Jaime Molina, the WWF
51. Pablo Cunazza, CONAF Los Ríos
52. Patricio Romero, Los Ríos Regional Government Planning Division
53. Héctor Pacheco, Los Ríos Regional Council Member
54. Mariela Nuñez, President of *Así Conserva Chile*

Saturday 26 October Interviews in the Melillanca Guanqui Community

Meetings were held with over 15 participants, including Luz Jaramillo, Teresita Jaramillo, Germán Deuma, Arturo Jaramillo, Augusto Jaramillo, René Melillanca, Juan Melillanca, and Javier Anapan,