

FINAL EVALUATION

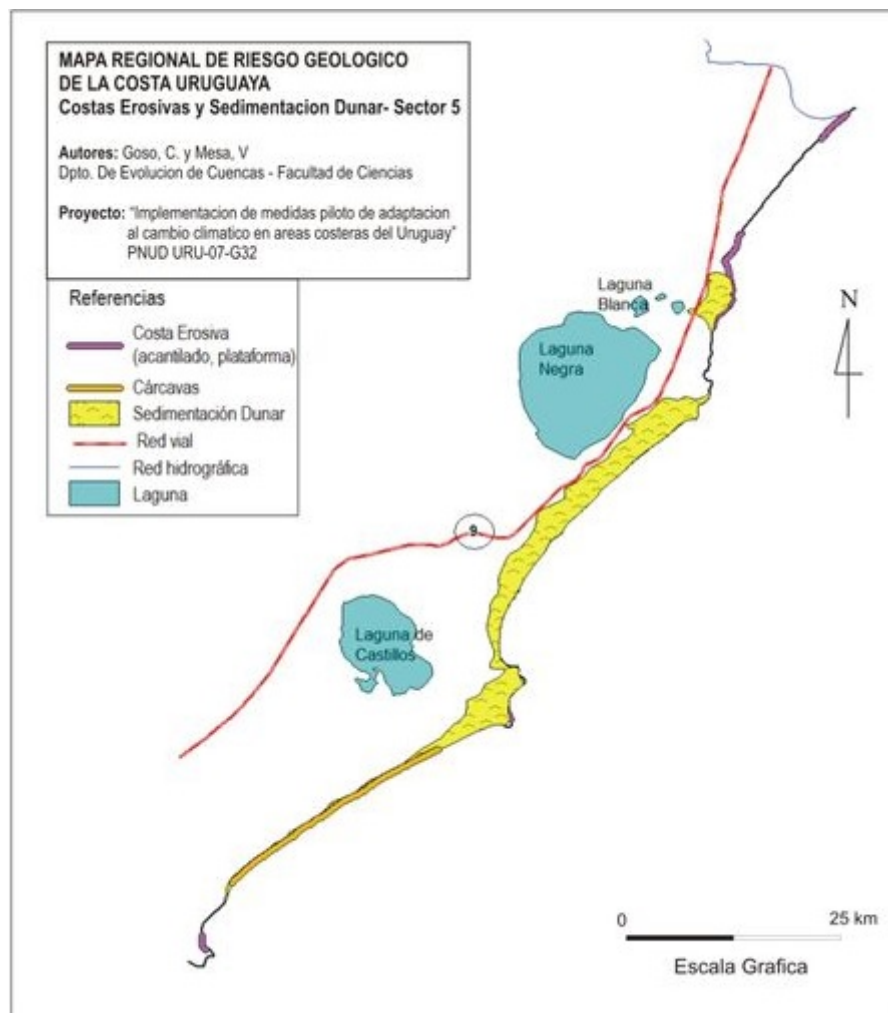
Project: “Implementation of Climate Change Adaptation measures in coastal areas of Uruguay” - PIMS 3690- URU/07/G32 GEF-UNDP

Operational Programme: Climate Change

Executing Agency and partners: National Directorate of Environment and Coastal Local Governments

Consultant: Sandra Cesilini

December 2015



EXECUTIVE SUMMARY

SUMMARY TABLE

Project Title				
Implementation of Climate Change Adaptation measures in coastal areas of Uruguay				
GEF Project number	57911		<i>Initial allocation (USD)</i>	<i>Final allocation (USD)</i>
UNDP Project Number	URU/07/G32	GEF (cash)	975.000	975.000
Country	Uruguay	Government of Uruguay (Funds from AECID):	24.232	24.700
		Government of Uruguay	215.000	215.000
Region	Latin America	IA/ExA		
Area	Environment	Government (In-kind)	1.513.200	1.908.941
		UNDP (In-kind)	170.000	170.000
		Municipality of Canelones (co-financing)	1.000.000	1.000.000
Operational Program	Climate Change SPA	<i>Total Co-financing</i>	<i>2.683.200</i>	<i>3.318.641</i>
Execution Agency	National Environment Directorate	Total funding:	3.897.432	4.293.641
Other stakeholders	Coastal Departments	Start date	March 2008	
		Date of closure (Operational):	December 2015	

EXECUTIVE SUMMARY

The Project URU/07/G32 "**Implementation of Climate Change Adaptation measures in coastal areas of Uruguay**" became operational in March 2008 and it is scheduled to end on 31 December 2015. It had several extensions and between its inception design and the end of the execution 10 years passed. The project is implemented by the *Ministry of Housing, Land and Environment (MVOTMA)* through the *Climate Change Division of the National Directorate of Environment (DINAMA)* in close collaboration with the six Coastal local governments (Departments of Colonia, San Jose, Canelones, Montevideo, Maldonado and Rocha), with funding from the *Global*

Environment Facility (GEF), and the *United Nations Development Programme (UNDP)*, its implementing agency. This document constitutes the final evaluation (FE) of the project, which was carried out between July and September 2015.

The development objective of the project was to reduce vulnerability to climate change impacts on coastal ecosystems of Uruguay. **Its aim was to establish adaptation policies and practices that will increase the resilience of coastal ecosystems by integrating CC to Uruguay baseline risks, in terms of planning and land-use and management initiatives in coastal areas.** To remove the mentioned barriers the project proposed the achievement of 3 results:

R1_Incorporate climate change risks into national land-use processes and key sectorial regulations governing coastal areas;

R2_Implement at the local level pilot adaptation policies and measures that can be included in current land-use planning processes to protect vulnerable coastal ecosystems;

R3_Capture lessons and facilitate replication in other vulnerable parts of Uruguay's coastline.

In addition, by mainstreaming these three levels:

- a) Train relevant institutions to facilitate the implementation of new plans and policies.
- b) Generate awareness and learning mechanisms for a broader range of stakeholders to facilitate the implementation of new policies.
- c) Building on existing risk management actions at national and local level to proceed in the identification and implementation of adaptation measures.

PURPOSE OF THE FINAL EVALUATION

The aim of this FE was **to analyze and document the results obtained within the implementation of the project "Implementation of Climate Change Adaptation measures in coastal areas of Uruguay" (URU/07/G32 GEF-UNDP)** and determine its impacts, sustainability, lessons learned and make recommendations for further operations and other key stakeholders. The evaluation was conducted in accordance with the rules and procedures established in the guidelines for final evaluations of projects supported by UNDP and funded by the GEF¹.

Like all FE, the following additional purposes were included:

- Promote accountability and transparency, by assessing and disclosing the progress and achievements of the project.
- Identify key lessons that can be disseminated to other relevant projects of the GEF and can help improve the selection, design and implementation of future UNDP/GEF initiatives.
- Provide feedback and comments on key recurring issues in the portfolio that may require attention and improvements.

¹ Guide to conduct final evaluations of projects supported by UNDP and the GEF. UNDP Evaluation Office 2012. On line: http://web.undp.org/evaluation/documents/guidance/GEF/GEFTE--Guide_SPA.pdf

- Convey findings, conclusions and recommendations to cooperation entities, executing agencies, policy makers and other stakeholders, in order to provide tools to make decisions, adjustments and improve future actions.

RATINGS OF THE FINAL EVALUATION

Performance Accountability: Evaluation of Results

Evaluation Issues	Ratings
Project design and formulation	Satisfactory
National ownership	Highly Satisfactory
Stakeholders' involvement	Highly Satisfactory
Project execution	Highly Satisfactory
Stakeholders' participation	Highly Satisfactory

Performance Accountability: Monitoring and Evaluation

Monitoring and Evaluation	Ratings
M&E inception design	Satisfactory
M&E execution	Satisfactory
M&E system's general quality	Satisfactory

Performance Accountability: Execution of IA and EA

Execution of IA and EA	Ratings
UNDP quality	Highly Satisfactory
Quality of performance: implementing agency	Highly Satisfactory
Overall quality of implementation	Highly Satisfactory

Progress in achieving results 2

Results	Ratings
Incorporation of CC risks in policies and regulations related to coastal management.	Highly Satisfactory
Pilot implementation of specific measures for adaptation to climate change in vulnerable ecosystems.	Highly Satisfactory
Dissemination and replication of the experiences of adaptation and climate risk management in the coastal area through knowledge management and M&E systems.	Highly Satisfactory

Performance Accountability: Evaluation of Results

Evaluation of Results	Ratings
Relevance	Relevant
Effectiveness	Highly Satisfactory
Efficiency	Highly Satisfactory
National Ownership	Satisfactory
Integration	Highly Satisfactory
Mainstreaming of CC	Highly Satisfactory

Sustainability dimensions³

Sustainability dimensions	Ratings
Financial	Moderately Likely
Sociopolitical	Likely
Institutional framework and governance	Likely
Environmental	Likely

² Ratings: 6: Highly Satisfactory (HS): no deficiencies. 5: Satisfactory (S): minor deficiencies. 4: Moderately satisfactory (MS). 3: Moderately unsatisfactory (MU): moderate deficiencies. 2: Unsatisfactory (U): significant deficiencies. 1: Very unsatisfactory (VU): serious deficiencies.

³ Categories: Likely (L): No risks that affect this dimension of sustainability; Moderately likely (ML): there are moderate risks that may affect this dimension of sustainability; Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability; Unlikely (U): There are severe risks that affect this dimension of sustainability.

SUMMARY OF CONCLUSIONS, RECCOMENDATIONS AND LESSONS LEARNED

Conclusions

- ❖ The project generated significant contributions for the resilience to CC of coastal ecosystems of Uruguay.
- ❖ The project helped to place the issue on climate change impacts in the national and departmental public agenda and in public opinion, as well to demonstrate the importance of adaptation measures to climate change to reduce the vulnerability of coastal ecosystems.
- ❖ The project capitalized on the results of previous and ongoing interventions, many of them sponsored by the GEF. Most likely the progress of this project will be used by several new initiatives.
- ❖ The project favored the consolidation of the system to respond to climate change. It contributed to institutional change from one unit to a division and the process of transformation to a Directorate.
- ❖ The conceptualization and design of the project were adequate. However, the time expectancy was originally unrealistic and it forced to request extensions.
- ❖ The project was fully articulated with national and departmental policies and plans and actively involved various actors.
- ❖ Project actions contributed to increase social and human capital to support the preservation of ecosystem. The existence of a communication flow and collaboration between people and local institutions, departmental and national government, civil society and academia is visible.
- ❖ The approach was appropriate. The team applied a participatory and inclusive, highly adaptive, scheme, which ensured the involvement of key actors at the local level. "We had to stop municipalities to recover all the dunes on the coast, they had over-enthusiasm."
- ❖ Coordination with DINARA was the only institutional strategy that prevented eventually developing an appropriate joint work. However, failures and institutional weaknesses were identified. Several activities were proposed to solve these problems (staff meetings, information and training).
- ❖ It is highly likely that the project is sustainable, although it is still necessary to invest efforts to consolidate its institutions, human resources (still insufficient) and funding mechanisms. It is expected that the new institutions generate these alternatives with a new impetus.
- ❖ Villagers identified as successful the captors' fences, which allowed sand to accumulate, like selective logging of non-native species on the coast. The collaboration of residents, departmental and local governments, small businesses, students and teachers was strong.
- ❖ The participation of the University in implementing adaptation measures with the support of residents is to be emphasized.
- ❖ High quality scientific products were generated, reflected in academic papers and studies of high added value.
- ❖ Coordination in the work of national, local and civil society, including grassroots organizations, is emphasized.

- ❖ There was a high involvement of the residents and knowledge on the implementation of measures (a paper on what is desirable with a user-friendly guide was generated).
- ❖ Climate change is incorporated in all activities from all directions and other ministries. The rules of land use include all these aspects. They are setting the parameters for action in every area and a specific legislation has been developed.
- ❖ Some of the major achievements are the analysis of CC issue at the congress of mayors, the development of climate scenarios and type of intervention strategies, including the decisions on financing climate change through the national, departmental and local budgets.
- ❖ The project generated strong links with departmental levels and emphasized these policies, including promoting the newly created institutions (cabinets of Climate Change, Coastal Management Unit, Coastal plans, etc.). This platform will enable specific assistance, in coordination with OPP, for infrastructure with an Ecosystemic approach.
- ❖ The visibility of the project was very high at the local level, but it needs to be shared with other key players in the national government, academia and civil society.

Recommendations

Institutional Recommendations

1. The priority is to keep on training human capital on climate change, both at departmental and national levels and in the media. The State and the UN should mobilize technical and financial resources to continue and deepen training programs in climate change.
2. Continue to work on the institutionalization of the project, mainly in the representation of the State at local level (very impersonal at present, and this program has proposed a different imprint).
3. The project is highly replicable even to other countries; it is an opportunity to generate inputs for South-South cooperation (priority AUCI).
4. Expand the options of sustainability through fundraising with multi and bilateral cooperation agencies.
5. Hold the teams that have been working at the national level, taking advantage of the possibilities that the new institutional framework is being proposed with the new budgetary framework, which will be issued in December 2015⁴.

Recommendations for sustainability

6. The CC should be included in regional development plans, allowing all stakeholders sharing the perception of the virtuous circle of joint work with Ecosystemic approach, ensuring the dissemination of the principles of adaptation established by the technical advice, generating replication and confidence about the work on adaptation to CC.
7. Replicate the pilot experience conducted in small towns to larger urban centers to foster horizontal cooperation towards larger cities.

⁴ This recommendation is based on the resolution RM810 / 2015 July 2015 MVOTMA, Article II, that says "for such purposes, and in order to prioritize the treatment of the issue of climate change at national level, it is necessary to create temporarily - until a new structure is approved- a Technical Advisory on Climate Change - under the General Directorate of Secretariat, which will have the duties and functions of the implementation of the guidelines and policy guidelines set on Climate Change by this Ministry.

8. Spread outside the pilot areas the results of the vulnerability analysis, it provides inputs and allows measuring the perceptions of key players; the last VRA performed is still in effect (although it should be checked at the micro level).
9. Develop a homogeneous system of independent monitoring and evaluation of GEF to be used by multiple users at different levels of government, civil society and private sector, using the existing base in the SIA/SEI (System of Environmental Indicators of MVOTMA) and enrich it with information from the project at EP level and the specific studies conducted by the Uruguayan scientific apparatus.

Operational recommendations

10. The production of new communication inputs by MVOTMA is recommended, and by DINAMA in particular. They should also include major events such as a closing event to enable stakeholders to reflect on the achievements of the project, including multilateral agencies that might be interested in supporting further project actions.
11. It is recommended to generate new projects focused on subnational level and for providing for the management of local infrastructure (e.g sidewalks to cushion the effects of the rain) leveraging the OPP initiatives that target this level of government.
12. It is important to extend the results of the vulnerability assessment outside the pilot areas, since it would provide valuable inputs and rank the perceptions of key stakeholders with ease. The last VRA performed is still valid (although it should be checked at the micro level) and its use is recommended to define new areas of intervention.
13. As is a synergistic process, beach gain or decrease in the degree of loss of beach can be measured, generating a mixed indicator. Measurement is recommended to reduce the stall speed or both at once, rather than measuring only the level of recovery.
14. Keep on measuring. In each measurement, a frequency of 15-20 days is suitable. If there is an extreme event (wind, tide, rain) an ad hoc measurement should record the event. It could also be recommended to set representative points throughout the Uruguayan coast in the medium and long term and a set of measurements focused on hot spots (greater vulnerability). The universe of monitoring points may be only one but the important thing is to have clear focus to get information for short, medium and long-term management (national adaptation strategy).

Lessons Learned

1. Field projects generate community commitment and mobilization of human and financial resources from all levels of government and the community.
2. The contribution of scientific apparatus can be used to assist in adaptation to climate change at micro levels, transmitting scientific concepts clearly and easy to understand.
3. Collaboration with local levels make easier to translate complex scenarios in pilot experiences.

4. Projects with a clear vocation of coordination between different levels of government and the community collaborate with a deepening understanding of climate change, which are often very abstract for the people, whose behavior can be modified after adaptation.
5. Adaptation guidelines should be adequately explained so that all stakeholders can replicate with very low cost.
6. The support provided by the project to the discussion of laws, guidelines and standards at various levels (protocols, ordinances, etc.) is of great relevance for key political players.
7. The project is replicable in other geographical areas, which require protection of biodiversity and adaptation to climate change, such as rivers and streams.
8. The project was conducted in a participatory and consultative process with the inhabitants of the pilot areas, generating a high level of support, legitimacy and ownership and facilitating the replication of the process in other areas.

Acronyms

AECID Spanish Agency for International Cooperation and Development.

ANEP National Public Education Administration, Board of Secondary Education

AP Protected Area

APR Annual Project Report

APW Annual Project Workplan

CMS Convention on Migratory Species

DCC Directorate of CC

DINAMA National Environment Directorate

DINARA, National Directorate of Aquatic Resources

DINOT, National Directorate of Land Planning

ECOPLATA Program for Integrated Coastal Zone Management Río de la Plata.

EIA Environmental Impact Assessment

ERV Vulnerability Reduction Assessment

FREPLATA Environmental Protection of the Río de la Plata and its Maritime Front

GDC Coastal Departmental Governments

GEF Global Environmental Facility

GoU Government of Uruguay

INIA National Agricultural Research Institute

IW Inception Workshop

M&E Monitoring and Evaluation

MAA LEARNING MECHANISM ON ADAPTATION

MEF Ministry of Economy and Finance

MGAP Ministry of Livestock, Agriculture and Fisheries.

MSP MEDIUM SIZE PROJECT

MVOTMA Ministry of Housing, Land and Environment.

OECD Organization for Economic Co-operation and Development

ONG Non governmental organization.

OPP Office of Planning and Budget.

GDP Gross Domestic Product.

PIR Project Implementation Report

PMEGEMA General Program for Mitigation and Adaptation Measures to Climate Change in Uruguay

UNDP United Nations Development Programme

PROBIDES Programme of Biodiversity Conservation and Sustainable Development in the Eastern Wetlands

SCN Second National Communication

SNAP National System of Protected Areas

TCN Third National Communication

UCC/CCD Climate Change Division

UDELAR University of the Republic of Uruguay.

UGP/PMU Project Management Unit.

UNDP-CO UNDP Country Office

UNDP-GEF RCU UNDP-GEF Regional Coordinating Unit

US\$ American Dollars

INDEX

EXECUTIVE SUMMARY	2
CONCLUSIONS.....	6
RECOMMENDATIONS.....	7
LESSONS LEARNED.....	8
INTRODUCTION.....	12
1.A PURPOSE OF THE EVALUATION	12
1.B. SCOPE AND METHODOLOGY OF THE EVALUATION.....	12
1.C. STRUCTURE OF THE FINAL EVALUATION REPORT	14
THE PROJECT AND ITS CONTEXT OF DEVELOPMENT	14
2.A. BEGINNING AND DURATION OF THE PROJECT.....	14
2.B. DEVELOPMENT OBJECTIVES OF THE PROJECT	15
2.C. INDICATORS OF GOAL ACHIEVEMENT.....	16
2.D. MAIN STAKEHOLDERS	16
2.E. EXPECTED RESULTS.....	20
FINDINGS	20
3.A. DESIGN AND PROJECT FORMULATION (S)	20
3.A.1. LOGICAL FRAMEWORK ANALYSIS AND RESULTS FRAMEWORK - CONCEPTUALIZATION AND DESIGN.....	20
3.A.2. ASSUMPTIONS AND RISKS.....	21
3.A.3. LESSONS FROM OTHER RELEVANT PROJECTS INCORPORATED INTO THE PROJECT DESIGN.....	22
3.A.4. NATIONAL OWNERSHIP (MS).....	23
3.A.5. STAKEHOLDER INVOLVEMENT (MS).....	23
3.A.6. REPLICABILITY APPROACH.....	24
3.A.7. UNDP COMPARATIVE ADVANTAGE.....	24
3.A.8. LINKS WITH OTHER SECTORIAL INTERVENTIONS.....	24
3.A.9. ADMINISTRATION	25
3.A.10. FINANCIAL EXECUTION	26
3.B. PROJECT EXECUTION (MS)	29
3.B.2. AGREEMENTS WITH ORGANIZATIONS	31
3.B.3. STAKEHOLDERS' PARTICIPATION (MS).....	31
3.B.4 FEEDBACK OF M&E ACTIVITIES USED FOR ADAPTIVE MANAGEMENT.....	32
3.B.5 MONITORING AND EVALUATION (S)	32
3.B.6. PROJECT IMPLEMENTATION.....	33
3.C. EXPECTED RESULTS.....	34
3.C.1. RELEVANCE (R)	46
3.C.2. EFFECTIVENESS AND EFFICIENCY (MS).....	46
3.C.3. NATIONAL OWNERSHIP.....	47
3.C.4. INTEGRATION (MS).....	47
3.C.5. MAINSTREAMING OF CLIMATE CHANGE (MS)	48
3.C.6. SUSTAINABILITY (P)	48
3.C.7. IMPACT (S).....	51
CONCLUSIONS, RECCOMENDATIONS AND LESSONS LEARNED.....	52
4.A. CONCLUSIONS.....	52
4.B. RECOMMENDATIONS.....	53
4.C. LESSONS LEARNED.....	54
ANNEXES	55

INTRODUCTION

The Project URU/07/G32 **"Implementation of Climate Change Adaptation measures in coastal areas of Uruguay"** became operational in March 2008 and it is scheduled to end on 31 December 2015. It had several extensions and between its inception design and the end of the execution 10 years passed. The project is implemented by the *Ministry of Housing, Land and Environment (MVOTMA)* through the *Climate Change Division of the National Directorate of Environment (DINAMA)* in close collaboration with the six Coastal local governments (Departments of Colonia, San Jose, Canelones, Montevideo, Maldonado and Rocha), with funding from the *Global Environment Facility (GEF)*, and the *United Nations Development Programme (UNDP)*, its implementing agency. This document constitutes the final evaluation (FE) of the project, which was carried out between July and September 2015.

1.a Purpose of the evaluation

GEF⁵ and UNDP policies state that all projects shall be evaluated upon completion of its implementation. GEF policy requires for the FE an analysis including at least the achievement of results and proposed outcomes, and the probability that after the project's conclusion its direct effects are sustainable. Since this is a medium size project (MSP, according to its acronym), a Mid-Term Review was not required.

The aim of this FE was **to analyze and document the results obtained within the implementation of the project "Implementation of Climate Change Adaptation measures in coastal areas of Uruguay" (URU/07/G32 GEF-UNDP)** and determine its impacts, sustainability, lessons learned and make recommendations for further operations and other key stakeholders. The evaluation was conducted in accordance with the rules and procedures established in the guidelines for final evaluations of projects supported by UNDP and funded by the GEF⁶.

Like all FE, the following additional purposes were included:

- Promote accountability and transparency, by assessing and disclosing the progress and achievements of the project.
- Identify key lessons that can be disseminated to other relevant projects of the GEF and can help improve the selection, design and implementation of future UNDP/GEF initiatives.
- Provide feedback and comments on key recurring issues in the portfolio that may require attention and improvements.
- Convey findings, conclusions and recommendations to cooperation entities, executing agencies, policy makers and other stakeholders, in order to provide tools to make decisions, adjustments and improve future actions.

1.b. Scope and Methodology of the evaluation

The evaluation is guided by the key analysis criteria, both for projects and programs established by the *Organization for Economic Co-operation and Development (OECD)* (relevance, effectiveness, efficiency, sustainability, impact, visibility, replicability and mainstreaming of climate change) and by the principles, which consider the final evaluation as

⁵ GEF M&E policy, 2010. Evaluation Document No. 4, November 2010. On line: https://www.thegef.org/gef/sites/thegef.org/files/documents/C.27.ME_.1%20M&E%20Policy.pdf

⁶ Guide to conduct final evaluations of projects supported by UNDP and the GEF. UNDP Evaluation Office 2012. On line: http://web.undp.org/evaluation/documents/guidance/GEF/GEFTE--Guide_SPA.pdf

part of an ongoing learning process for permanent improvement in the implementation of projects and programs.

The limitations of the evaluation were scarce and they don't have impact on the evaluation quality. The field mission relatively short (seven days) could have impacted on the evaluation quality, but was solved by interviews made by skype or phone.

The principles for ensuring the quality, integrity, and independence of the evaluation were considered during the whole evaluation process. The consultant proceeded with complete independence of the executors opinion and prepared this document following the GEF and UNDP principles of evaluation mentioned above. The information presented in the report was fairly assessed and carefully reviewed vis a vis the strengths and weaknesses of the project implementation and resulted in the ratings given.

All assessment must disclose results along with information about its limitations, and allow access to this information to all those that have expressed legal rights to receive the results.

They must protect the anonymity and confidentiality of informants. They should provide maximum notice, minimize demands on time, and respect the right of people not to participate. Evaluators must respect the right of individuals to provide information in confidence and ensure that sensitive information cannot be traced.

The FE was based on the terms of reference (TOR) attached in Annex I. The following activities were developed:

Organization of the Agenda. The agenda was prepared during the month of July 2015, making final adjustments prior to the field visit in August. Coordination meetings were held between the evaluation team and Climate Change Division, by Skype and by email, to coordinate activities and definition of the agenda. In addition, the project team facilitated the project documents (Annex V). The field mission took place between Monday 17 and Friday 21 of August 2015, with activities in the cities of Montevideo, Santa Ana, San Jose, and Colonia (Annex II).

Documents Analysis. Before the beginning of the field mission, information was provided by the project coordinators (Annex V), including among other things, the project document (PRODOC), annual reports (2008-2014), revised (Project Implementation Report) from 2009-2014, the minutes of the board and executive board of EcoPlata (as the Steering Committee of the Project), financial information, a list of key informants, videos and various outputs of the project.

Interviews. Were interviewed 24 key informants (Annex III), through semi-structured, face-to-face and virtual interviews (Annex VI). We contacted representatives of UNDP Uruguay, of national government, academia, and municipal departments, representatives of civil society, NGOs, both individually and in focus groups. The interviews focused on identifying the perception of respondents regarding (i) the fulfillment of the project results, (ii) direct and indirect impacts, (iii) factors that influenced positively or negatively in project implementation, (iv) main positive and negative lessons, (v) post-project sustainability and (vi) aspects of mainstreaming of climate change.

In addition, three focus group (FG) sessions/group interviews were held with the project team, with the Commission for the Development of Santa Ana and the CC Cabinet of San Jose. The FG focused on display how the project was originally conceived, in what context and conditions for its implementation; management and coordination with other ongoing initiatives and with stakeholders, and analyzes the level of compliance of its results. Other group instances focused on project results and lessons learned during its implementation.

Field mission. Visits were made in San Jose and Colonia, two of the six coastal departments involved (Colonia, San José, Montevideo, Canelones, Maldonado and Rocha). We also visited specific locations of the pilot initiative as Kiyú and Santa Ana, which included meetings with

government areas responsible of climate change (e.g. Climate change Cabinet of San Jose) and high-level officials of the Departmental Governments (the Mayor of San Jose and several departmental directors). Interviews with key stakeholders and staff of municipalities and local governments, as well as civil society, were conducted in order to observe the achievements in the field (Annexes). In the Department of San Jose, along with the city of San Jose, we visited the *Balneario* of Kiyú and in the Department of Colonia the *Balneario* of Santa Ana, in which a council member of Juan Lacase demonstrated interest in replicating the experience. In Kiyú the analysis included sand captors using fences, use of natural materials for the fences, selective logging and replacement with natural species and the successful modification of the environment and, in general, good practices documented and perceived by users of the *parador*. In the case of Santa Ana, the visit was accompanied by the local Development Commission, composed of permanent and non-permanent residents. They demonstrated their belief in the recovery of the dunes, the memory of childhood captured and brought back by collective action, applied with a clear and understandable for all model.

Discussion of results and systemization of conclusions and recommendations. During the field mission, the evaluator analyzed the findings, comparing them with the previous desk study and FAQ were made to the project team to validate perceptions. This allowed re-evaluating the need for additional interviews or incorporating further phone/Skype interviews. Finally, the evaluator conducted an analysis of the findings and outlined the initial conclusions and recommendations of the EF.

Report reparation and submission. A report on the initial results of the FE was developed and submitted to UNDP and the project team on August 21, 2015. After this draft report several feedbacks by the project team and UNDP allowed to consolidate the final document.

1.c. Structure of the Final Evaluation report

As required in the TDRs, the evaluator reviewed and rated the overall quality of the project. **Analysis items were (1) key aspects of the project, (2) sustainability, (3) relevance, and (4) impact. The rating was based on scores according to the UNDP evaluation guidelines⁷.** Key aspects were: (i) planning and design, (ii) participation of stakeholders in the formulation of the project, (iii) implementation approach, (iv) monitoring and evaluation, (v) participation of stakeholders, and (vi) achievement of products/results and objectives. Each of these aspects was qualified with a six-point scale: highly satisfactory, satisfactory, moderately satisfactory, moderately unsatisfactory, unsatisfactory, and highly unsatisfactory. Sustainability was rated according to a four-point scale: (i) likely, (ii) moderately likely, (iii) moderately unlikely and (iv) unlikely. The relevance was rated on a scale from two points: (i) relevant and (ii) not relevant. Finally, the impact was graded on a scale of three points: (i) significant, (ii) minimum and (iii) negligible.

Questions from in-depth interviews and focus group were oriented by the guidelines established in the TOR (see Annex I)

THE PROJECT AND ITS CONTEXT OF DEVELOPMENT

2.a. Beginning and duration of the project

The Uruguayan coastal strip has a high ecological importance; it represents a complete mosaic of interrelated ecosystems including the estuary of the Rio de la Plata and its waterfront. Moreover, it has a great value in social, environmental and economic terms since it concentrates much of the GDP of Uruguay.

Policies and plans developed before the project did not consider climate change as a key cause of the decline. However, while climate change is a global problem, its effects are

⁷ Section 3.3. of the Guide to conduct final evaluations of projects supported by UNDP and the GEF.

manifested locally, which is why it is essential to identify the local determinants for adaptation, especially those acting as barriers to reduce the vulnerability of local communities⁸.

The URU/07/G32 project began its operations in March 2008, although the design began years before (2005/2006). Its completion was originally scheduled for March 2011, and after the extensions granted, it will finalize on 31 December 2015. The project included six coastal Departments in which agricultural activities, tourism, industry and other development pressures are relevant: Colonia, San José, Montevideo, Canelones, Maldonado and Rocha.

The project was designed according to the priorities identified in the General Program for Mitigation and Adaptation to Climate Change in Uruguay (PMEGEMA), one of the main components of the Second National Communication of Uruguay to the United Nations Framework Convention on Climate Change (UNFCCC), and on measures identified by the Third National Communication.

The identified expected impacts of climate change in Uruguay are:

- The increase in the frequency and intensity of storms and sea level rise would result in saline intrusion and an increase in beach erosion.
- The more intense precipitation would increase runoff in key areas and changes in the salt balance of the estuary, critical for maintaining the ecosystem of the Rio de la Plata and its Maritime Front.
- Ecosystems would not be able to tolerate these new conditions and therefore a considerable loss of significant biodiversity and coastal resources could be expected, with corresponding negative economic and social effects.

In order to eliminate barriers to adaptation to climate change, especially under the global importance of the ecosystems of Rio de la Plata and its Maritime Front, the Government of Uruguay managed the assistance of the GEF through its Strategic Priority on Adaptation (SPA)⁹.

2.b. Development objectives of the Project

The Project's General Objective is to promote adaptation measures able to protect coastal resources from the impacts of climate change, through the sustainable use of coastal resources, one of the main assets of the country. These adaptation measures are aimed at increasing the resilience of coastal resources to climate change, by building on vulnerability and adaptation assessments already carried out as part of Uruguay's national communications and national studies.

The development objective of the project was to reduce vulnerability to climate change impacts on coastal ecosystems of Uruguay. **Its aim was to establish adaptation policies and practices that will increase the resilience of coastal ecosystems by integrating CC to Uruguay baseline risks, in terms of planning and land-use and management initiatives in coastal areas.** To remove the mentioned barriers the project proposed the achievement of 3 results:

R1_Incorporate climate change risks into national land-use processes and key sectorial regulations governing coastal areas;

R2_Implement at the local level pilot adaptation policies and measures that can be included in current land-use planning processes to protect vulnerable coastal ecosystems;

⁸ CCU 2011, SPC, UNDP-GEF Project URU / 07 / G32. Adaptation to climate change in coastal areas of Uruguay.

⁹ The purpose of SPA was reducing vulnerability and increasing resilience to the adverse effects of climate change in GEF focal areas. Types of projects to support: pilots and demonstration covering local adaptation needs and generate global environmental benefits in the GEF focal areas.

R3_Capture lessons and facilitate replication in other vulnerable parts of Uruguay's coastline.

In addition, by mainstreaming these three levels:

- d) Train relevant institutions to facilitate the implementation of new plans and policies.
- e) Generate awareness and learning mechanisms for a broader range of stakeholders to facilitate the implementation of new policies.
- f) Building on existing risk management actions at national and local level to proceed in the identification and implementation of adaptation measures.

2.c. Indicators of Goal achievement

As stated in the **Logical Framework Matrix**¹⁰, with regard to the Result 1, the compliance of access to information through communication pieces distributed to different audiences was achieved. However, the indicator was a survey that was not performed. Regarding the Result 2, pilot projects were carried out in Canelones, San Jose, Maldonado, Colonia and Laguna de Rocha, including a Ramsar site in Laguna de Rocha. The development of a National Adaptation Plan (NAP) was an unexpected outcome under the Result 3. Studies on coastal vulnerability were developed and incorporated to SNAP and SINAE and plans and new institutions in coastal municipalities were established. Additionally, an updated profile of Uruguay was incorporated to ALM¹¹ UNDP.

2.d. Main stakeholders

For the final evaluation a mapping of actors was provided by the project coordination. Its main purpose was to identify and customize the most influential social, political and institutional stakeholders.

Table 1. Main Institutional stakeholders

International stakeholders

Entity	Institutional responsibilities	Role in the project
UNDP Uruguay	It helps build capacity in the country to conserve biodiversity, mitigate and adapt to climate change, generate alternative energy and manage pollution reduction.	<ul style="list-style-type: none"> - Assistance and support in managing projects. It is the GEF Implementing Agency in the country. -Head of financial management and assists in achieve project results -It ensures that the Project is carried out in accordance with the practices and policies of GEF
Regional Office UNDP-GEF (PANAMA)	- Support to GEF through its Strategic Priority on Adaptation (SPA).	<ul style="list-style-type: none"> -Supervision by 3 different officers from GEF in collaboration with the UNDP country office. -It has a team of regional advisors and specialists who work in technical support to UNDP Country Offices. - It has a key role in the fundraising and technical assistance for the project.

¹⁰ See "Matriz de Marco Lógico", pág. 76 del PRODOC

¹¹ ALM: Adaptation Learning Mechanism Ver en <http://www.undp-alm.org/>

National Government

Entity	Directorate	Institutional Responsibilities	Role in the project
Ministry of Housing, Land and Environment (MVOTMA)	Ministry	Executing Agency It's the focal point of the UNFCCC	- Implementing partner - Operational Focal Point of GEF
	National Directorate of Environment (DINAMA)	-It supervises the implementation of all environmental conventions to which Uruguay is a party. -It proposes measures, activities and standards to protect water, air and ecosystem biodiversity. -It coordinates cooperation between relevant ministries, municipalities, NGOs, research institutions. -Evaluation, monitoring and implementation of policies for the evaluation of the quality of environmental resources.	-DINAMA Leads the Project Steering Committee and the Project Advisory Committee. -It provides policy advice on climate change and biodiversity. -It provides Information on climate change and biodiversity. -It provides Technical expertise in biodiversity and environmental impact assessment. -It has to recommend potential synergies with international conventions related to climate change, biodiversity, protected areas, etc.
	National Directorate of Land Planning (DINOT)	- It develops, implements and monitors national planning for land-use, planning and regulation of land policies. - Assistance to the State and local municipalities in land management policies. - It promotes the participation of civil society in the management of the territory.	-It is part of the Project Steering Committee and the Project Advisory Committee. -It gives technical advice on planning and land-use. - It facilitates the integration of climate change issues to the policies of territorial planning
	National Directorate of Water (DINAGUA)	- It develops, implements and monitors policies related to the management of water resources and sanitation.	-It provides technical expertise, advice and information water resources. - It facilitates the integration of climate change issues to water resources and sanitation policies
	Climate Change Division (it belongs to)	- It executes, manages, evaluates and promotes, in conjunction with relevant institutions and	-It provides Technical expertise in vulnerability and adaptation to

	DINAMA)	<p>individuals, all activities related to the implementation of UNFCCC in Uruguay.</p> <ul style="list-style-type: none"> - It identifies, develops and evaluates measures, programs and policies to mitigate and adapt to climate change. - It promotes and supports activities related to training and raising awareness on CC 	<p>climate change</p> <ul style="list-style-type: none"> - Part of the Project Management Unit (PMU) and it is responsible for the daily implementation of the project.
Ministry of Livestock, Agriculture and Fisheries (MGAP)	National Directorate for Aquatic Resources (DINARA)	<p>It is responsible for promoting the sustainable use of fishing resources, by means of responsible fishing to obtain the maximum possible benefit from the available resources, to preserve them in the long term and to maintain the harmony of the marine environment. In this context, it develops research activities on the state of the resources, to provide information on those factors that directly affect the fishing operation, and the need to take measures for planning</p>	<ul style="list-style-type: none"> - It facilitates the integration of climate change issues to the policies and plans related to fishing. -It provides information, expertise and experience on fishing.
National Emergency System (SINAE)		<ul style="list-style-type: none"> - It interacts with the project comprising the emerging issues of climate change and proposes adaptation strategies that can assist in emergencies and post-emergency. 	<p>It generates risk management policies coordinating agencies and national ministries.</p> <ul style="list-style-type: none"> -It links issues related to climate change with the risk management policies -It provides technical expertise in risk management and data and information on extreme events and disasters
National Naval Prefecture		<p>It has key importance for its coastal monitoring role.</p>	<p>It makes measurements that are used to understand climate change impacts and to monitor it.</p>
Office of Planning and Budget (OPP)	Directorate of decentralization and public investment	<ul style="list-style-type: none"> - It designs and executes macroeconomic policies. -It prepares the National budget. 	<p>It conducts departmental infrastructure plans including the adaptation ecosystem perspective.</p>
Program of Biodiversity Conservation and Sustainable Development in the Eastern Wetlands (PROBIDES)		<ul style="list-style-type: none"> - Interinstitutional program formed by the Ministry of Housing, Land and Environment, the Municipalities of Cerro Largo, Lavalleja, Maldonado, Rocha and Treinta y Tres; and the 	<ul style="list-style-type: none"> - It contributes with key actors in rural areas. -It supports conservation and sustainable development of biodiversity, social and economic development, territorial planning and capacity building within the region.

		University of the Republic, with the support of UNDP, aimed at conservation and sustainable development of this region.	
National System of Protected Areas (SNAP)		<p>-The Goal of SNAP is that biodiversity and national heritage of Uruguay is retained. It supports the objectives of national development</p> <p>-The SNAP makes a focused intervention that aims a National Protected Areas System that effectively conserve a representative sample of the biodiversity of Uruguay.</p>	<p>-It provides Technical expertise in biodiversity data and information on national protected areas.</p> <p>-It provides Support for the management of national protected areas.</p> <p>-In Laguna de Rocha it interacted with both program staff and the management plan</p> <p>-It produces Academic papers concerning biodiversity in other areas, such as Saint Lucia.</p>
University of the Republic (Coastal Management Master)		<p>- It's in charge of the development of the Protocol for the opening of Laguna de Rocha.</p> <p>- Research on atmosphere, oceans, water resources, biodiversity and the environment.</p>	<p>-Collaboration in the production of knowledge on climate change for the scientific world (6 papers).</p> <p>- Specific Activities on analysis of climate change and biodiversity in different areas, particularly in Laguna de Rocha.</p>

Local Governments

Entity	Institutional responsibilities	Role in the project
Departmental Governments. Leading authorities of municipalities directly involved in the project. (Colonia – San José – Canelones – Montevideo- Rocha- Maldonado)	<p>-They lead the management and Administration of the Departments, except for public safety.</p> <p>-They receive funding from central government funds and raise various taxes.</p> <p>-These municipalities have departments for the management of the environment and planning, which have responsibility for local management of coastal areas.</p> <p>-The Council of Canelones has the General Directorate of Environmental Management policy contributes to include environmental factors</p> <p>-The Municipality of Rocha has the Department of Health and the Department of Territorial Planning both with responsibility for the management of coastal areas</p>	<p>- Colonia, San José, Montevideo, Maldonado: They have the potential to replicate the activities.</p> <p>- Canelones: Responsibilities for the management of environmental policies and local territorial planning, technical support to implement measures in the pilot sites in Canelones.</p> <p>-Rocha: responsibility for the management of environmental policies and local territorial planning, technical support in the pilot sites and integrates climate change to local management plans for coastal areas of Rocha.</p> <p>All: They participate in the program of awareness and education program, integrating climate change into local management plans for coastal areas and coastal data and information.</p>

2.e. Expected results

The project had three expected results:

Result 1 Incorporate climate change risks into national land-use processes and key sectorial regulations governing coastal areas;

Result 2 Implement at the local level pilot adaptation policies and measures that can be included in current land-use planning processes to protect vulnerable coastal ecosystems;

Result 3 Capture lessons and facilitate replication in other vulnerable parts of Uruguay's coastline.

FINDINGS

3.a. Design and Project Formulation (S)

There was a significant time lag between the formulation of the project and its effective implementation. A significant period of 2 years passed from the project inception idea to the PIF, since there was not a UNDP advisor able to adapt the need assessment to a formulated Project. Subsequently, the design process took one and a half year the project became operational in 2008.

The first three years of implementation were slow, since it was necessary to generate basic scientific information, as it was required to decode this information and bring it into a language that decision makers and communities would understand in order to raise awareness on adaptation to climate change, to plan and identify measures.

3.a.1. Logical Framework Analysis and Results Framework - conceptualization and design

The **logical framework has been the product of a participatory consultation process** that has made a highly relevant tool to achieve the objectives set in it.

Its concept and design are considered adequate and there is a good logical interrelationship between the different dimensions of analysis (outcomes, activities and inputs). The main expected outcomes are formulated as follows:

- 1. Ability of Uruguay for adaptation strengthened through the incorporation of the risks of climate change in national policies and regulatory frameworks governing the management of coastal areas*
- 2. Pilot measures for adaptation for ecosystems at risk under the projected climate changes implemented.*
- 3. Start-up and replication of climate risk management and adaptation experiences for coastal areas of Uruguay provided through knowledge management systems and assessment of climate change.*

Each Result has been disaggregated into clear and concrete products, allowing a proper planning of activities and an easier handling and tracking of them. The clear conceptualization made the monitoring system- designed on the basis of the logical framework- contribute to properly track the achievements in each phase. Some indicators did not include a baseline in the formulation stage. During execution, baselines as in the case of VRA were generated. Also, while the project design does not include the identification and measurement of the beneficiaries of the actions and results, an identification and preliminary estimation has been

made, considering that the project develops actions at three different levels (national, departmental and local). Direct beneficiaries are considered those who directly participated in any of the project activities, while indirect beneficiaries are those who benefit from the implementation.

While the logical framework has not changed throughout the project, you may notice that some products have enriched the matrix, such as NAP process or production of academic articles. Regarding the process of NAP, during the meeting of the Project Steering Committee (July 24, 2014), it was agreed that in 2013 (at the 19th UN Summit on Climate Change (COP19, held in Warsaw) middle-income countries as Uruguay could begin to access the resources of the Special Climate Change Fund to support the NAP process (formulation and implementation of National Adaptation Plans) through existing arrangements for GEF and other sources from bilateral and multilateral funding. The project team said the results and experience of the project would begin to outline inputs for the NAP process in Uruguay coast. Among them: the identification and implementation of concrete adaptation measures and improving skills; experience in working with various actors; the increased capacity of monitoring and provision of results; increased awareness and knowledge generation on vulnerability of coastal resources and the need to implement adaptation measures; the increased capacity to incorporate climate change into plans and policies, especially at the departmental level; the creation of specific units to address climate change in coastal management of local governments; the integration of academic experts and managers for implementing adaptation management measures; and the articulation of different initiatives underway (EcoPlata, SNAP, CAE). It was reiterated that the NAP process would replicate and scale measures and actions of the project.

In this framework, the team began coordinating with UNDP and GEF to start coastal NAP, based on the availability of technical (through the global program to support NAPs UNDP-UNEP) and financial assistance (through multilateral and bilateral cooperation). The government believes it is time to start a Coastal NAP in the country, which will be the first sectorial NAP, so its relevance is even greater. For this reason, a proposal was submitted to extend for one year the project, in order to begin developing a Coastal NAP process, closely with UNDP. At the meeting, the representative of UNDP said the concept note was approved in March 2014. As noted, the inclusion of NAP as a result of the project is key to understanding the changes in the matrix.

3.a.2. Assumptions and risks

The assumptions in the logical framework are consistent and realistic. Based on the indicators identified, the final performance of the project was analyzed according to the objective and products required to achieve it. Assumptions identified as external conditions required were based on the political environment, on the commitment of the national government and stakeholders in terms of coordination, on information and knowledge contributions, and on making key decisions on time. **As it had been assumed, the risks related to these assumptions were low to moderate.** So much so, that current baseline initiative to counter threats to coastal biodiversity have resulted from lengthy commitment processes and induced inter-institutional consensus. The implementation of the project, supported by MVOTMA, has had a broad institutional basis and key institutions and programs have been included since the preparatory phase. The government's commitments in relation to land-use, planning, conservation and sustainable use of natural resources were confirmed. The project had a politically favorable environment, given that climate change is an issue of growing concern between medium and high-level officials. The project has been instrumental in implementing the collaboration of a wide range of stakeholders, which included the GoU and local authorities in coastal municipalities of Rocha and Canelones. So much so that the respondents stress the importance of local and national authorities commitment to the integration of adaptation measures.

As mentioned in the risk mitigation measures, training has been a key part of several products

of this project to raise awareness of stakeholders regarding adaptation to climate change. So, they effectively managed to obtain access to high quality training supported by UDELAR. As mentioned, it was very important that key policy and decision makers, such as departmental mayors, were open to the integration of adaptation measures in their territories.

3.a.3. Lessons from other relevant projects incorporated into the project design

DINAMA, through its Climate Change Unit, is carrying out a National Climate Change Program, including a number of activities to fulfill Uruguay's commitments under the UNFCCC. The submission of National Communications is one of the main commitments, reflecting the efforts of the country in exploring strategies that would allow it to deal with climate change and benefit both the local and global environment. The initial findings of this UNDP/GEF MSP will contribute as an input to Uruguay's Third National Communication to be submitted in 2009

This proposal will be closely coordinated with other relevant GEF projects in Uruguay, including the final stages of the first Freplata Programme - a joint initiative of Uruguay and Argentina that developed a trans-boundary analysis and strategic action Programme for environmental protection, pollution control and prevention, and habitat restoration in the La Plata River and its Maritime Front, and the UNDP GEF National System of Protected Areas (SNAP) project. It will also be very closely coordinated with other existing coastal programmes in Uruguay, such as ECOPLATA and PROBIDES (Biodiversity Conservation and Sustainable Development Program for the Eastern Wetlands of Uruguay. Representatives of these four projects/programmes participated in a first workshop held for the development of this proposal during the PDF A phase. In particular, a co-financing of ECOPLATA has been obtained, which assures a close synergy with current initiatives.

Close coordination will also be sought with the UNEP GEF regional project "Sustainable Management of the La Plata basin with respect to the effects of climate variability and change". Although the current project focuses on increasing the resilience of Uruguay's coastal and marine ecosystems to Climate Change, these ecosystems also depend on the flow and quality of the waters of the Rio de la Plata. This is affected by human activities in the La Plata Basin and will also be affected by climate change. The La Plata Basin drains approximately one fifth of the South American continent, and is home to more than 100 million people. The UNEP GEF regional project will contribute to Uruguay's MSP project by increasing the sustainability of water management in the basin and by providing information about the whole basin that can be used for locally based management in the area of the MSP project. In particular, Component II "Integrated Water Resource Management" will address contamination problems in water resources, water balances, biodiversity management, land degradation control and identification of sustainable development opportunities. All these activities will contribute to improving the quality of the waters of the Rio de la Plata. Several pilot projects will be implemented in the basin. Some will be particularly significant to the Uruguayan coastal resources, such as a project to resolve water use conflicts in the Cuareim/Quarai basin. Component II will generate a hydro-climatic forecasting system for the La Plata Basin. The MSP project could help local management systems to use this and other information as an input for specific strategies regarding predicted hydrodynamic changes that include climate change information and considerations into local plans and practices.

The Ministry of Agriculture of Uruguay, through its fishing agency DINARA and FAO as GEF agency, is developing a PIF to be submitted to the GEF for "Piloting of an Ecosystem-Based Approach to Uruguayan Coastal Fisheries" in the focal areas of Biodiversity and International Waters, to enhance current fishing management schemes thus further reducing anthropic pressures to biodiversity under present day climate. This MSP will provide climate change

knowledge to improve the FAO fisheries management and fisheries conservation. To facilitate this, the Ministry of Agriculture will be part of the Steering Committee of the project proposed herein. The information on fisheries and reproductive sites generated by the DINARA project will provide valuable information for this MSP. Regarding FAO/UNDP coordination, Uruguay is now one of the pilot countries for the One UN reform, where efforts are being made to achieve a stronger coordination between all U.N. System agencies. This will be an opportunity to work closely and within the framework of ONE UN in a specific area covering complementary aspects of a natural resource with biodiversity value.

Similarly very close coordination will be established with the new FREPLATA project that would begin implementation of the Strategic Action Program (SAP) for the "Maritime Front" treaty area that Argentina and Uruguay have negotiated over the last 5 years through the first GEF/UNDP FREPLATA project in the area. This will strengthen and harmonize the policy and legal frameworks in the two countries to achieve the SAP objectives for prevention and pollutants from point and non point sources, and implement agreed regional institutional reforms to address priority trans-boundary land-based pollution. As such there would be clear complementarities and synergies with the proposed MSP SPA and fisheries MSPs. To ensure these are maximized and to avoid duplication specific coordination mechanisms would be developed between these two UNDP projects and the FAO project on fisheries. These would include meetings to discuss annual operational planning and reporting (see separate annex submitted along with this revised document), information sharing mechanisms and lesson exchange. The specific mechanisms of this are under discussion and would be further explored in a joint document that would detail linkages coordination elements, collaboration and synergies in reporting processes.

3.a.4. National Ownership (MS)

At the institutional level, adaptation to climate change is considered and is present in all the instruments of land management as a strategic issue. The population also displayed the problems of adaptation to climate change as relevant. Key players in the pilot areas have advanced knowledge and local governments and residents demand the implementation of adaptation measures such as those proposed by the project.

The balance is favorable, since the project represents a substantial change in the understanding of climate change issues in the country. The workshop with journalists contributed to increase the knowledge about climate change in the media but since it is a specific action is difficult to isolate and measure its genuine impact. Moreover, there is a significant involvement of Local Governments and the Executive power, although as mentioned in the section on visibility, this knowledge should be deepened. The creation of institutions specialized in climate change and the future NAP ensure this ownership, like the institutions mentioned in the section on institutional framework.

Among the strengths, we underline the importance of the work done at the local level and with residents, who consider themselves have a role in the actions taken on the coast. Territorial actions have been relevant in the scale of the pilot. In general, respondents believe that future actions should provide human and material resources and time to strengthen the work of residents.

3.a.5. Stakeholder involvement (MS)

During the process of project formulation (stage PPG), developed between 2005 and 2007, there was **a significant participation of stakeholders**. This was documented in the final report of this stage. So much so that an Internal Working Group at MVOTMA was created, with the direct participation of national directors and UNDP support. Contact with other initiatives implemented, as ECOPLATA and FREPLATA for example, was taken. This was confirmed on the basis of information obtained in interviews, although the participation of

networks of civil society organizations was relatively weak and several major organizations acted individually.

The project was built on the basis of a dynamic partnership that was cemented in previous UNDP-GEF experiences and international cooperation projects. UNDP played a key role; it is recognized as a positive joint space nationwide and works as a neutral arbiter in jurisdictional cooperation. A vulnerability assessment has been used by UNDP-GEF and implemented in Uruguay in relation to this project, generating a complete map of actors¹² for the entire coast, leaving the basis set for work on a larger scale.

3.a.6. Replicability approach

The project presents many useful elements at the national and international level. The measures proposed in the PRODOC ensured the replicability of the project and even increased the joint effort between at the various levels of government and with residents. The project generated important lessons that are applicable in coastal management and generated a learning on how to establish adaptation conditions using all available resources from the scientific-technological apparatus (particularly in Rocha) to political will (San José and especially Canelones).

3.a.7. UNDP Comparative advantage

The Selection of UNDP as implementing agency was adequate and ensured many comparative advantages. First, **all the experience with climate change projects in other countries, plus its experience in other GEF projects executed in Uruguay by both UNDP and other agencies.** In particular, the GEF project portfolio that UNDP has administered in the country offered a solid base, including the rewarding experience of PPD. Second, the reputation and regional experience of UNDP supported the national government in the project. UNDP facilitated joint projects with others underway, as the case of SNAP and PPD. Moreover, UNDP has administrative and financial procedures and instruments that facilitate the implementation of the project within the framework of donor requirements and its alignment with the country's needs.

3.a.8. Links with other sectorial interventions

During the analyzed period several initiatives were undertaken to strengthen the institutional framework for environmental management. We highlight, among them, the contribution to the consolidation of the National System of Protected Areas (SNAP), advice to create the National Emergency System and support for diversification by promoting ecotourism initiatives and environmental management. The comprehensive land management and development of a framework of environmental policies that promote sustainable economic development are reflected in the two frames of the United Nations Assistance Development Framework (UNDAF) covering the period of the evaluation. Progress has been made towards sustainable development models that include the conservation of natural resources and ecosystems, mitigation and adaptation to climate change and renewable energy, to reduce the social and environmental vulnerabilities. This project aligns with MDG 7, which goals for Uruguay were stated in the MDG Country Report¹³.

¹² As described in www.un.org/esa/sustdev/natlinfo/.../Bo%20Lim.pp, Vulnerability Reduction Assessment (VRA) is a tool developed by UNDP-GEF based on the following objectives: To monitoring and evaluate the priorities of the community to ensure that projects are able to respond to local priorities, to monitor and evaluate community ideas and capture local knowledge, to exchange ideas at the community level to guide the management of ongoing projects to generate qualitative information, capture lessons on specific issues within the community-based adaptation and generate case studies highlighting adaptation projects.

¹³ National Council of Social Policies, Millennium Development Goals / Country Report, 2009.

As noted in the UNDAF 2011-2015, the first effect, "Sustainable management of natural resources and biodiversity conservation", aims to strengthen the sustainable management and conservation of ecosystems to reduce vulnerabilities strongly linked to the exploitation of natural resources, emphasizing local development and integrated land management. The second outcome of the UNDAF 2011-2015, (ii) "the response to climate change and disaster reduction and prevention", aims to increase the capacity to adapt to the impact of climate change by strengthening the capacity of the public sector on adaptation and mitigation strategies at national and regional level, risk reduction and disaster prevention by incorporating the migration dimension and the development of research capabilities and greater public awareness.

The Climate Plan of the Metropolitan Region, which includes three departments, Montevideo, San José and Canelones was elaborated and the coastal resources component was coordinated with the project.

The Project of Integrated Coastal Zone Management (ECOPLATA) has the capacity on the ground for the implementation of Integrated Coastal Zone Management and has taken steps to leverage other institutional resources, especially at the departmental level. It has provided technical expertise in Integrated Coastal Management and facilitated the integration of climate change issues in the policies of Coastal Management. It has facilitated the relationship with municipalities, developing training and awareness programs aimed at them.

SNAP Project is also in line with the land management policies of the country, and includes the participation of civil society as a key tool. It has also achieved important agreements on legal frameworks and political agreements that contribute to the effective management and sustainable financing and of specific capabilities of key stakeholders. It has provided technical expertise in biodiversity, especially related to national protected areas, and data and information about them.

The Environmental Protection Project of the Río de la Plata and its Maritime Front (FREPLATA) has provided information, expertise and experience on marine ecosystems and resources of the Río de la Plata and its Maritime Front.

The achievements of the National Emergency System (SINAE) have been possible thanks to the cooperation of other agencies and the participation of civil society. Concerning the project, it has facilitated the integration of climate change issues to risk management policies, through its technical expertise in risk management and providing data and information on extreme events and disasters.

The National Directorate of Meteorology has provided meteorological data and the National Agricultural Research Institute (INIA) details of the relevant studies of V&A to climate change in farming practices in maritime zones.

Alongside these initiatives, several criteria have been defined to integrate the information generated in National **Database on Climate Change and Variability**. It establishes a solid base of scientific data and an awareness program that allowed the implementation and development of the planned activities.

A children's book about climate change and coastal areas was developed, published and distributed to all public schools and an educational portal on climate change and coastal areas was developed¹⁴.

3.a.9. Administration

Since the beginning the project was coordinated closely with other relevant GEF and coastal projects in Uruguay (FREPLATA - SNAP ECOPLATA - PROBIDES), so much so that joint

¹⁴ The book can be downloaded at: http://www.ecoplata.org/wp-content/files_mf/ricoletofinal18.pdf

activities were developed with these initiatives, primarily with ECOPLATA, who served as co-financing for the SPA-GEF project.

The project has been implemented under the National Execution modality (NEX), which implies that a government entity is responsible for project implementation. This model helps to strengthen the technical and management capacities of the executing agency and aims to improve the sustainability of the project and its replication.

MVOTMA was the Implementing Agency (Implementing Partner), through DINAMA, which has been responsible for implementing the project on behalf of the Government of Uruguay. The Climate Change Unit was created in 1994 as part of DINAMA to boost the country's efforts in that subject. In this sense, the Climate Change Unit has exercised the role of the Project Management Unit (PMU), responsible for the daily implementation. According to the 2008 Annual Report, a technical advisor and an expert on adaptation to CC were hired to support technical and operational execution. There was an adequate definition of tasks and responsibilities. The project team has participated since the preparation thereof and has remained throughout the period, ensuring institutional capacity is installed in the government.

During the project implementation, the Climate Change Unit was strengthened and settled in a Climate Change Division. There is currently a Bill to create the National Department of Environment, Water and Climate Change (within the orbit of the Presidency of the Nation, and not MVOTMA) as well as the position of a Director of Climate Change. The National Secretariat of Environment, Water and Climate Change are still pending a vote of the national budget. The team generated very strong links with departmental levels and influenced public policy. Agreements were signed with municipalities.

3.a.10. Financial Execution

Table 2 shows the distribution of project resources. In the beginning (PRODOC), the project had a total of USD 3,897,432.00 allocated. To these, in-kind resources from MVOTMA were added (see Table 4), which has raised the total project amount to USD 4,293,641.00, from GEF, UNDP and governmental and municipal actors, in cash and in kind.

In particular, the GEF has provided USD 975,000.00 in cash, the Government of Spain USD 24,700.00, UNDP USD 170.00,000 in kind, and the remaining amount (corresponding to USD 3,123,941.00) has been contributed by several national and municipal bodies, in cash and in kind, as detailed in Table 2.

Table 2 –Financial allocation

Project Title	Implementation of Climate Change Adaptation measures in coastal areas of Uruguay			
GEF Project number	57911		<u>Initial allocation (USD)</u>	<u>Final allocation (USD)</u>
UNDP Project Number	URU/07/G32	GEF (cash)	975.000	975.000
Country	Uruguay	Government of Uruguay (Funds from AECID):	24.232	24.700

		Government of Uruguay	215.000	215.000
Region	Latin America	IA/ExA		
Area	Environment	Government (in-kind)	1.513.200	1.908.941
		UNDP (in-kind)	170.000	170.000
		Municipality of Canelones (co-financing)	1.000.000	1.000.000
Operational Program	Climate Change SPA	<i>Total Co-financing</i>	<i>2.683.200</i>	<i>3.318.641</i>
Execution Agency	National Environment Directorate	Total funding:	3.897.432	4.293.641
Other stakeholders	Coastal Departments	Start date:	March 2008	
		Date of closure (Operational):	December 2015	

Increasing the amount allocated to the project, throughout the period of implementation, had a twofold aspect. This increase, characterized by greater co-financing from the Federal Government (MVOTMA) was indeed the effect on the one hand of the increase in operating expenses, which were absorbed by the National Body, and was originated by extensions requested and granted to throughout the program. In addition, more resources were allocated to increase the goals and products of the Outcome 2, in particular those related to the identification of 20 and implementation of 11 adaptation measures, training conducted and soft works, as indicated in the column Achievement of the matrix of results.

In particular, it can be noted that the reallocation of funds and the extension of the project has helped define new activities in order to start developing a Coastal NAP process under the project, which is an unexpected product.

The total resources provided by the GEF, corresponding to USD 975,000.00, have been assigned as follows per each project Outcome.

Outcome 1: USD 151,300.00, of which at 31.07.15 has been implemented 21,75%.
Outcome 2: USD 499,200.00, of which 119% has been executed.

Outcome 3: USD 251,023.00, executed by 55.09%.

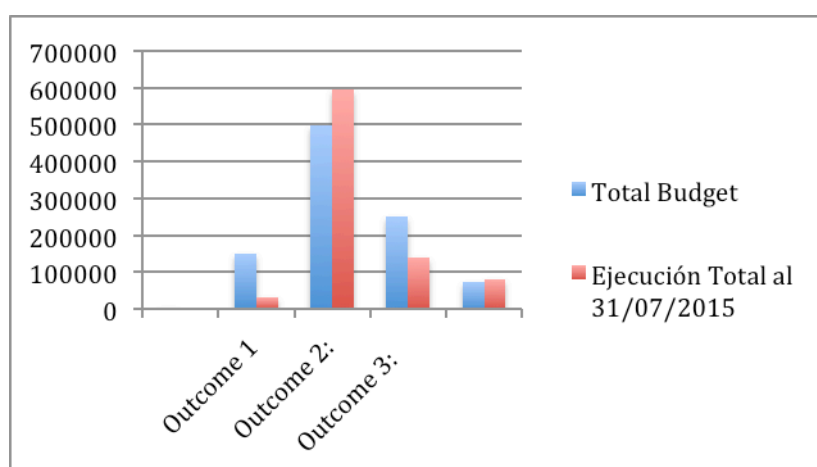
Project Management- USD 73,477.00, executed by 111.45%, due to extensions granted.

Table 3 - GEF resource allocation by key activities and performance in absolute terms and in%, USD

Outcome	Budget (Prodoc)	Execution 31/07/2015	% Execution 31/07/2015
Outcome 1	151.300,00	32.920,97	21,75%
Outcome 2:	499.200,00	595.043,72	119%
Outcome 3:	251.023,00	138.293,89	55,09%
Project Management (PM)	73.477,00	81.891,27	111,45%
Total Allocated Budget	975.000,00	848.149,85	86,98%

With regard to the financing of GEF there was an internal reallocation of resources that led the Outcome 2 to absorb funds of 1 and 3. This internal redistribution, did not affect the project effectiveness, since goals of Output 1 and 3 were achieved, even with less resources. It did only increase the scope of activities related to Output 2 as described above.

Chart 1- GEF resource allocation by key activities and performance, in USD



Co-financing

The project-financing matrix is organized as illustrated by Table 4. Cash contributions, for a total amount of USD 1,239,700.00, were allocated by the Government of Spain (USD 24,700.00), by MVOTMA (USD 215,000.00) and the Municipality of Montevideo (USD 1,000,000.00).

Furthermore, in-kind contributions have been allocated as follows: MVOTMA (initially had allocated USD 360,700.00 and after the project increased this amount to US \$ 756,441.00), ANEP (USD 195,000.00) BMI (USD 562,500.00), IMR (USD 195,000.00), EcoPlata (USD 200,000.00) and UNDP (USD 170,000.00).

Table 4. Counterpart contributions by source of funding, in USD

Funding Source	Initial Allocation (cash)	Initial Allocation (in kind)	Final allocation (cash)	Final allocation (in kind)
GoU – MVOTMA	215.000	360.700	215.000	756.441
GoU – ANEP	0	195.000	0	195.000
GoU – IMC	1.000.000	562.500	1.000.000	562.500
GoU – IMR	0	195.000	0	195.000
GoU – EcoPlata	0	200.000	0	200.000
UNDP	0	170.000	0	170.000
Gov. Spain	24.700	0	24.700	0
Total	1.239.700	1.683.200	1.239.700	2.078.941

3.b. Project Execution (MS)

The GEF counterpart in the Government of Uruguay is the MVOTMA, the body intended for designing, implementing and guiding policies on habitat and environment. Its mission is the design and implementation of participative and integrated public policies with respect to housing, environment, land and water to promote equitable and sustainable development and improving the quality of life. This institutional framework is being modified at present (August 2015) but will have no immediate impact on the implementation of the project, except possibly in the last months of its execution (the last quarter of 2015, as described in section sustainability). The ministry is divided into different Directorates, including the National Directorate of Environment (DINAMA) which is the national leader in environmental matters and the National Directorate of Land Planning (DINOT) that is responsible for the promotion, development and management of environmental planning applied at national, departmental and local level, while fostering cooperation among local governments for development projects in land use and environment.

In the orbit of this Ministry, the National System of Response to Climate Change (SNRCC) has been created by national Decree to address issues related to climate change. The SNRCC is composed by the MVOTMA, the Ministry of Livestock, Agriculture and Fisheries (MGAP), the Office of Planning and Budget (OPP), the Ministry of Foreign Affairs (MRREE), the Ministry of National Defense (DND), the Ministry of Industry, Energy and Mining (MIEM), the Ministry of Health (MOH), the Ministry of Tourism and Sports (MINTUR), the Ministry of Economy and Finance (MEF), the Ministry of Social Development (MIDES), the Congress of Mayors and the National Emergency System (SINAE). The Ministry of Transport and Public Works (MTOP) and the Uruguayan Institute of Meteorology (INUMET) were invited to participate.

Departmental governments are also involved in the execution, both independently and in joint initiatives covering the entire metropolitan area and also through the Congress of Mayors. Since the approval of Law No. 18.567 entitled "Decentralization Policy and Citizenship", each departmental has a legislative branch (Departmental Board). With the elections of May 2010, 89 municipalities throughout the country, making up a third level of government and administration within the executive of each department with specific territorial constituencies, were installed. Each of the departmental governments and municipalities has made special organizational arrangements to work with the project.

3.b.1 Management adaptation

According to the proposal in the PRODOC, the existing Executive Board of EcoPlata, as coordinating body, formed the "Steering Committee" of the project. From the creation of the National System of Response to Climate Change (SNRCC) in 2009 its Coordination Group assumed the role of the Project Steering Committee. The participation of other departments and other institutions in the meetings was also envisaged.

The project requested extensions, which were granted. Inputs and activities had been implemented properly and the project compliance was good.

Concerning the execution time, extensions are due to the development of coastal NAP, for which a year extension and budget reallocation was requested. Another reason is that the DINARA (2011 annual report) is one of the stakeholders and showed no commitment to the required measure. This situation lasted for 2012 and 2013. That is, the first three years of the project extensions had nothing to do with the design of the logical framework, only the last extension requested, since the NAP incorporated a new result. To reach all products, local resources were mobilized and others were obtained with the allocated resources.

At the meeting of the **Steering Committee held in October 2012**, the National Director of Environment stressed the importance of the initiative, and in particular the importance of coordinating adaptation activities in the coastal area affected by Climate change. He also highlighted the intention to mobilize further sources of funding for enhance the progress in capacity building and in coastal management and achieve the new goals. UNDP representative stressed the effects of CC on the coastal zone and the costs that these bring with them not only in economic terms but also for ecosystems and lives, among others. He therefore considered appropriate the proposition to extend by two years the project to continue activities.

In the **Steering Committee meeting of July 2014**, the UNDP Representative reported that UNDP had received the government's proposal to extend for one year the date of completion of the project to begin developing a Coastal NAP process, and had worked together with the project management unit in the budget reallocation and in the definition of the activities. Under the limited funds available internationally for adaptation to climate change, UNDP agreed to request the extension to replicate and scale adaptation measures. That meeting agreed to work only on the Result 2 in 2015, developing a work plan (strategy and roadmap) for coastal NAP process with participation and agreement of all stakeholders and with external assistance. To do this, the reallocation of USD 88,097.00 from the Result 2 Result 3 was approved.

Vulnerability Reduction Assessment was incorporated retrospectively into the project, it required a great deal of expertise and collaboration of all stakeholders, which required an additional risk analysis to ensure the results, analyzing roles of each actor in the processes related to the project.

Since the process of adaptation to climate change requires actions that will unfold slowly, including changes in the conception of the public about adaptation, it is understood that the extension of the project has been necessary to achieve the intended results.

The documents analysis notes that there are 2 Bills on the national budget from 2015 to 2019 related to the new institutional framework concerning the project and its achievements, namely the ART.16. - Which creates the "National Secretariat of Environment, Water and Climate Change", which will have the specific task to articulate and coordinate with public and private institutions and organizations, the implementation of public policies on environment, water and climate change and the Art. 456. - Which establishes a position of "Director of Climate Change".

3.b.2. Agreements with organizations

Agreements with several key players were made, UDELAR, departmental governments, Wildlife Foundation, local grassroots organizations. Institutional agreements with coastal municipalities for the implementation of adaptation measures were signed. Thus, specific institutional areas on climate change were created in the decentralized governments, albeit in different forms in each one of them.

Through a subcontract, the NGO "El Abrojo" developed an educational program on climate change and coastal management in public schools of the coastal departments and developed an educational portal on climate change and coastal management that were included in the Ceibal Plan.

In coordination with the HSBC Bank a children's book on climate change in the coastal zone was prepared, published and distributed to all public schools of the country.

Since November 2010, AECID supports the strengthening of the National System of Response to Climate Change, through bilateral cooperation projects executed by the National Directorate of Environment, MVOTMA. These initiatives will allow the definition of an operating system and stable structure that ensures its permanence and effectiveness, promote the participation of civil society and academia and strengthen the structures of the institutions involved. In this context, AECID accompanies DINAMA in promoting the sustainable use and conservation of biodiversity facing the challenges of climate change, in particular by promoting territorial integration across conservation networks.

3.b.3. Stakeholders' participation (MS)

The collected evidence on the work of the technical team, the quality of the technicians involved in the formulation of the proposal and the positive comments on their commitment and on the support and motorization of the project from key stakeholders, allow us to infer the existence of a good communication flow between local governments and the communities involved. Moreover, it is clear that the proposal was generated from the beginning with the active participation of communities affected by the problems of climate change, even though initially they did not have a deep knowledge of adaptation strategies to climate change.

Table 5. Performance Accountability: Evaluation of Results

Evaluation Issues	Ratings
Project design and formulation	Satisfactory
National ownership	Highly Satisfactory

Stakeholders' involvement	Highly Satisfactory
Project execution	Highly Satisfactory
Stakeholders' participation	Highly Satisfactory

3.b.4 Feedback of M&E activities used for adaptive management

The M&E reports allowed detecting problems in time in order to strategize and redirect the actions, as in the case of low participation and involvement of DINARA to define the adaptation strategy in a pilot site. To mitigate this situation, meetings between the directors of DINAMA and DINARA were held in order to agree the basis for the adaptation strategy.

The 2013 report identified as problems the lack of local capacity to implement plans for adaptation to climate change and scarce human resources in the municipalities to cope with extreme events. Measures to mitigate these problems were trainings for local governments allowing the execution of coastal adaptation actions. Thus it was possible to increase the resilience of coastal systems.

3.b.5 Monitoring and Evaluation (S)

The scheme of monitoring and evaluation (M&E) was satisfactory. Its supervision was conducted by the Project Management Unit and was performed with a methodological framework, tools and evaluation criteria in accordance with the procedures established by the UNDP and GEF. The analysis was based on a detailed monitoring plan¹⁵. The PMU has been responsible for the permanent updating and reporting of financial information and project progress. The logical framework matrix presents the indicators along with the means of verification used. These formed the basis on which the Monitoring and Evaluation of the project was developed. A matrix of monitoring activities was elaborated each year to assess the progress in the achievement of the products, which were included in each Annual Work Plan (AWP). Each report accounted for targets, indicators, means of verification and the status of implementation of activities (fully or partially).

Likewise, the project team has participated in special monitoring committees. Although there are environment indicators in each project developed by MVOTMA, there is not an integrated system. It is expected to be one of the key areas of the future development.

The NAP proposes the development of M&E systems at the local level that would report nationally.

On the experience of Kiyú, a comprehensive assessment on the economics of adaptation would serve to lay the groundwork for an M&E of this area. There is still need for further work to raise awareness about the need to ensure that there are adequate throughout measurements on the entire coast.

The monitoring work on the project was efficient, allowing updated information on indicators to be reported. This allowed the progress degree in achieving the objectives to be analyzed, and expected results and products to be measured beyond the regular monitoring of the activities under the PIR and the AWP.

Analyzing each of the annual progress reports on the project and the AWP and PAT, it is noteworthy that the annual targets in almost all cases had a satisfactory level of achievement (total in most cases, partial in specific cases). The partial achievements in the annual goals depended not so much from lack of resources, but from institutional and social processes that

¹⁵ M&E Plan, PRODOC.

have different execution times. On the one hand, the increase in the overall budget allowed more emphasis on achieving the goals of Output 2, on the other hand it resulted in a greater co-participation of the national government in terms of contributions.

In 2010, the VRA was adapted to national circumstances, activities were planned and developed to implement the VRA workshops throughout the coastal area, and then the results were analyzed and a report was developed on the implementation of the VRA. To do this, a baseline and current and expected indicators were established, which allowed to track the changes of relevant actors in adaptation capacity.

Some indicators did not include a baseline in the formulation stage, however the creation and implementation of the system for the monitoring of beach profiles allows changes in the morphology of the beaches after extreme events and the impact of dune recovery measures to be evaluated, contributing to its coastal management planning.

Table 6. Performance Accountability: Monitoring and Evaluation

Monitoring and Evaluation	Ratings
M&E inception design	Satisfactory
M&E execution	Satisfactory
M&E system's general quality	Satisfactory

IMPACT INDICATORS

The project took about 20 profiles in the 6 coastal departments in 2009, then they expand the profiles and there are now over 40. Currently (2015) MVOTMA continues to measure profiles in several beaches with measures AbE. From west to east: Santa Ana and Juan Lacase in Colonia, Kiyú in San Jose, Ciudad de la Costa en Canelones (3 in total). The new recovery interventions to be initiated in 2016 are expected to monitor profiles from the outset, given the experience accumulated over the years.

The profiles help to monitor the morphology of the coast (better prepared to extreme events) and the beach (longer, quality of tourist use and better prepared to manage climate risks). When multiple profiles are measured in a short coast (under 1 km long) sand volumes can be calculated. Monitoring profiles is an interesting indicator because it integrates: morphology, length of beach, sand volume, which are 3 key data for key Ecosystemic services that the coast provides to various sectors. Moreover, long-term analysis resists (considering climate scenarios) and allows sub-national governments plan annually (it is desirable) their adaptive strategy of coastal management. As an energetic process, beach gained or decrease in the degree of loss of beach can be measured, a mixed indicator.

3.b.6. Project implementation

Project implementation is considered effective. The respondents indicated that communication with UNDP has been efficient and it cooperated with planning and problem solving. Financial management, in addition to the budget implementation, has been

satisfactory. The funds managed and allocated by UNDP and technical and administrative support have always been available. There was good communication between the project and the local UNDP office. UNDP's support to the project was very important for the results in the implementation. UNDP collaborated in order to generate adequate institutional conditions to complete projects results.

Table 7. Performance: Execution of IA and EA

Execution of IA and EA	Ratings
UNDP quality	Highly Satisfactory
Quality of performance: implementing agency	Highly Satisfactory
Overall quality of implementation	Highly Satisfactory

3.c. Expected Results

In GEF terms, results include direct project performance, in the short to medium term and longer term impact including global environmental benefits, effects of repetition and other local effects.

Table 8. Matrix of results

PROJECT STRATEGY	INDICATORS	Target Level at end of project	ACHIEVED RESULTS
Result 1: Incorporating climate change risks to political and national regulatory frameworks governing the management of coastal areas strengthens Uruguay systematic capacity for adaptation.	Institutions' access to relevant information to develop informed strategies for adaptation	Institutions' access to relevant information to enable a reasonable assessment and an understanding of the potential costs and benefits associated with climate change and the response to CC.	<i>Costs associated with the implementation of adaptation measures are known. Information has been disseminated among decision makers to stimulate their replication. Collection of information to facilitate the incorporation of climate change into national strategies. Easier access to information through the production of documents, websites and newsletters.</i>
	Understanding costs and coastal risks related to climate change among municipal and national policy makers.	An increase of 50% for municipal policy makers, and 30% for nationals.	<i>Local capacities to address the issues of climate change in coastal areas increased in two ways: i) specific coordination units within the Coastal departments were created to address climate change, and ii) adaptation measures were incorporated into land use plans for coastal areas.</i>
	A series of activities to raise awareness about risks and costs of climate change for key stakeholders	At least one awareness activity per year is implemented for each of the following actors: <ul style="list-style-type: none"> • Media • Policymakers • Coastal Communities. 	<i>Decision makers identify adaptation measures for the coastal zone and recognize the importance of their implementation. Local communities support and participate in implementing adaptation measures proposed by the project and departmental and local authorities. Local communities have few inhabitants expressing through departmental committees, which have been interviewed for this project and have also expressed their agreement through the collaboration in the implementation of the measures identified</i>

			<i>with the program. Such is the pilot as the case of Santa Ana where they collaborated on the creation of natural reserves to coastal erosion using local materials.</i>
	PRODUCTS	ACTIVITIES	
	<p>Product 1.1:</p> <p>CC risks are incorporated into key national policies for land use planning and conservation of coastal areas and an economic evaluation is carried out to inform policy makers</p>	<p>Gathering information to assess the feasibility of applying the DIVA in the Uruguayan coast:</p> <ul style="list-style-type: none"> - Internet Search on studies and experiences with DIVA and contacts with international experts. <p>Preliminary estimate on adaptation costs:</p> <ul style="list-style-type: none"> -The Project collaborated with the Regional Study of the Economics of Climate Change of ECLAC, by estimating cost impact and adaptation in coastal areas of Uruguay. <p>Information to facilitate the incorporation of climate change into national strategies:</p> <ul style="list-style-type: none"> - Information generated by the project on biodiversity was presented to the National System of Protected Areas to facilitate the incorporation of climate change into strategies for protected areas and management plans. Support was provided through contributions to the updating of the National Biodiversity Strategy and the incorporation of climate change on environmental authorization processes. -Participation in the Inter-Agency Management Group of National Emergency System to include climate risk in the National Risk Management Strategy. -Development and adoption of the National Plan on Climate Change, which includes the area of coastal resources and incorporates the experiences of the project, a strategy to be used as reference for planning and making decisions about the risks of climate change over the medium term. - The publication "Climate Change and Tourism, adaptation and mitigation measures", prepared by the project in coordination with the Ministry of Tourism and Sport, August 2011 was prepared. - Preliminary data on scenarios were presented to the National System of Response to Climate Change and Project Executive Board (which was created in 2009). <p>Recommendations and a strategy for incorporating climate change to Environmental Impact Assessment (EIA) and Strategic Environmental Assessment (SEA):</p> <ul style="list-style-type: none"> -A joint paper with criteria identified in which climate change is contemplated was presented. - Meetings with technicians of EIA Division on criteria for evaluating the EIA and the ability to incorporate climate change were held. -Production and processing of an Initial Environmental Authorization as an adaptation measure to climate change. <p>Estimating the net costs of the impact of climate change and implementing adaptation measures:</p> <ul style="list-style-type: none"> -The Project participated in the Regional Study of the Economics of Climate Change (ECLAC) for cost estimates of the impact and adaptation in coastal areas of Uruguay. In this framework an estimate of costs of the recovery measures in Canelones dune was performed. <p>Develop scenarios of climate change and average sea level in the Uruguayan coast as input for assessing vulnerability:</p> <ul style="list-style-type: none"> -The Science Faculty under a subcontract with the project updated the climate and sea level data and developed climate scenarios for the coast. <p>Increase adaptive capacity and reducing vulnerability to climate change in coastal communities:</p> <ul style="list-style-type: none"> - Assessing Vulnerability Reduction (VRA) is a form of participatory evaluation, with a flexible methodology, designed to adapt to different local contexts that focuses on the views of the communities about their vulnerability to climate change. In Uruguay, the survey was organized from the perspective of the impacts and not the vulnerability assessment as more abstract concept. In 2010, consultations were conducted at 111 residents in the departments of Colonia, San José, Montevideo, Canelones, Maldonado and Rocha in six different instances. 	

		<p>-Economic-evaluation of adaptation measures implemented. To do this, an economist was hired to perform the economic evaluation. It has generated interest and expectation by departmental governments about the results of the economic evaluation as an input to guide coastal management plans.</p> <p>Zoning of coastal vulnerability integrating new information on population, livestock, tourism and results of the characterizations of migratory birds and vertebrates continental vulnerable to climate change and invasive species promoted by climate change:</p> <p>- Analysis of the basic information on population, tourism, vertebrates, invasive species, and development of the article "A risk based and participatory approach to assessing climate vulnerability and Improving governance in coastal Uruguay" (Gustavo J. Nagy, Monica Erache Gomez and Robert Kay, in Building Resilient Communities CRC Press, 2015), which highlights the impacts on population, the whole coastal measures impacts over 70% of the Uruguayan population living on the coast. In the pilot projects "local champions" were also identified to build bridges with the community. This document has consolidated information on coastal vulnerability and is available to be used by the departmental governments in their coastal management plans.</p>
<p>Result 1:</p> <p>Incorporating climate change risks to political and national regulatory frameworks governing the management of coastal areas strengthens Uruguay systematic capacity for adaptation.</p>	<p>Product 1.2:</p> <p>Awareness programs on climate change aimed at key stakeholders that are involved in conservation of coastal biodiversity</p>	<p>Develop training courses on climate change in three coastal departments:</p> <ul style="list-style-type: none"> -Production and distribution of brochures on climate change and on the project. -Training of more than 100 municipal officers of coastal departments and the general public (about 250 people). <p>Design and implement a training and awareness program on climate change aimed at key stakeholders involved in the conservation of coastal biodiversity:</p> <ul style="list-style-type: none"> - Developed workshops and training sessions in various coastal departments for 30 technicians and officials (heads and staff) of the communication departments of all ministries, 30 decision-makers from ministries, 20 lawmakers, 300 elementary and high school students, 40 journalists from around the country, 60 government officials, 200 people in coastal communities, 1900 students and 60 teachers and principals. - Edited, published and distributed the executive summary of the analysis of climate information and sea level and the results of the development of climate scenarios for the coast. The data were submitted to the National System of Response to Climate Change and Project Executive Board. - Participation in meetings of coastal state governments (Colonia, San José, Montevideo, Canelones, Maldonado), institutions with operations in coastal areas (MVOTMA: ECOPLATA, Biodiversity, Strategic Planning) and Universities (Centre for Integrated Coastal Management of the Southern Cone MCISur - UdelaR) to coordinate actions on coastal management and adaptation. -Participation in workshops on climate change and land use instruments at the subnational level. Land Management Law defines vulnerable areas (beaches, dunes, lagoons, bars, wetlands, etc.); creation of an observatory to monitor territorial processes. -Through a subcontract, the NGO The Abrojo developed an educational program on climate change and coastal management in public schools in the coastal departments and developed an educational portal on climate change and coastal management to be included in the Ceibal Plan. -In Coordination with the HSBC Bank, a children's book on climate change in the coastal zone was prepared, published and distributed to all public schools in the country. -Production, update and distribution of information kits on climate change for different audiences and maintenance of an educational portal on climate change and coastal zone. Production of a video about the progress and results of the project. - Trained 42 representatives of PNN (National Naval Prefecture), 11 officials of municipalities, 14 lifeguards, and 3 rangers of the Laguna de Rocha, in measuring beach profiles. Monitoring of beach profiles along the entire coast. -In The framework of the Project "Territorial Climate Change. Local Development Resilient to climate change and low carbon emissions in the departments of Canelones, Montevideo and San José (Project URU/09/003)" the document "Climate Plan of the Metropolitan Region of Uruguay", November 2012 was drafted. It has helped to raise awareness among stakeholders on climate change, and is the result of the work of more than 700 technicians, local stakeholders, residents who have made possible, with their involvement and dedication to build a climate plan based on knowledge, ideas and interests of the beneficiaries

		<p>themselves.</p> <p>Develop and disseminate appropriate materials for each target audience (media, policymakers and coastal communities):</p> <p><i>The key institutions have more information on climate change that has enabled them to understand the potential impacts associated with climate change and begin to incorporate into their plans, particularly in the risk management strategies of coastal departments.</i></p> <ul style="list-style-type: none"> - Developed workshops and training sessions in the different coastal Departments aimed at 150 people, including technicians and municipal decision-makers and the national government, including CECOED. A training course was organized for journalists. - Preparation and distribution of promotional materials: 9 technical documents, video on dune recovery, climate change and tourism magazine, posters, a video about the progress and results of the project. <p><i>Decision makers identify and recognize adaptation measures for the coastal zone contemplating macro, meso and micro level.</i></p> <ul style="list-style-type: none"> -A workshop was held in Canelones with Coastal Mayors and members of the provincial government; Workshop with authorities and technicians of DINARA; meetings with authorities and technicians of the Coastal Municipalities. -Decision makers at the national level -National Environment Director, Alicia Torres and Jorge Rucks, Coordinator of the Climate Change Unit (DINAMA); National Director of Land Management, Manuel Chabalgoity (DINOT); National Aquatic Resources Director, Daniel Montiel; Luis Genta (DINASA); Pablo Puig (DINARA); Gustavo Oliveyra (MINTURD) -, departmental and local (Representative of the Working Group on Climate Change of the Metropolitan Agenda of the Municipality of Canelones, Ethel Badin, Municipality of Rocha, Architect Jose Luis Olivera, Municipality of Montevideo, Nestor Pitched; Municipality of Colonia, architect Walter Debenedetti, Director of Land Management of the Municipality of Rocha, Antonio Grana). <p>To determine the changes made by the Project, and Analysis Vulnerability Reduction (VRA) was applied in the pilot areas through 6 workshops and a selection of measures to be implemented</p> <ul style="list-style-type: none"> - Awareness and dissemination activities for decision-makers and locally elected representatives and local references in the 6 coastal departments for 200 local representatives - Meetings and workshops with authorities and departmental technicians, mayors and neighboring communities in the coastal departments were held.
<p>Result 1:</p> <p>Incorporating climate change risks to political and national regulatory frameworks governing the management of coastal areas strengthens Uruguay systematic capacity for adaptation.</p>	<p>Product 1.3:</p> <p>The risks of climate change are incorporated into the risk management strategy for coastal areas</p>	<p>Generating information on climate change to be considered by the municipal governments in developing their land use plans:</p> <ul style="list-style-type: none"> - Report prepared for consideration by the Municipalities. 5 Governments Departmental Coastal involved (27 officials). -The Land Use Plan of Colonia introduced a plan for adapting to climate change. <p>Monitoring of beach profiles across the coast:</p> <ul style="list-style-type: none"> - Monitoring of beach profiles in 25 fixed points along the entire coast (available online through the Environmental Information System of DINAMA) with the support of PNN and follow-up workshops were conducted in each one of the coastal departments to share experiences on possible improvements in the monitoring activities. - Meetings with officials responsible of tracking measurements, and departmental governments were provided with a series of measures allowing them to evaluate changes in the morphology of the beaches after extreme events and the impact of dune recovery measures, contributing to its coastal management planning. <p>Providing a zoning of coastal vulnerability to climate change:</p> <ul style="list-style-type: none"> - Production of document and maps with information on the zoning of coastal vulnerability to be used as input to work with coastal municipalities for future adaptation measures. - Zoning maps of coastal vulnerability to climate change and a fact sheet were prepared for dissemination and exchange meetings were held with departmental governments. - The coastal vulnerability index (CVI) of Gornitz et al. (1990) was applied; it is a

		<p>relative ranking of vulnerability to rising sea levels based on the quantification of variables such as geomorphology, coastal slope, the relative rise of sea level, erosion/accretion, the average amplitude of the half tide and wave height. The application for the Uruguayan coastal area is justified by the wide acceptance in other countries and coastal areas, and it introduces some flexibility in the variables when coastal apply to particular situations, making them easier to use from existing data. Among the results, the department of Rocha resulted to be the most vulnerable coastline, and the departments of San Jose and Maldonado the least affected. From an overall analysis, the spatial variability of CVI is mainly determined by the categories of erosion, slope and geomorphological formations, as it is less the spatial variability of vulnerability to rising sea levels, the amplitude of tides and wave height.</p> <p>In the analysis of impacts of climate change it is considered important to integrate ecological and social dimensions of coastal vulnerability index. IREC - ecological relevance index (calculated as the sum of twelve standardized variables) and the ID - population ratio (population density). The surveyed information is included in the Environmental Information System of DINAMA.</p>	
PROJECT STRATEGY	INDICATORS	Target Level at end of project	ACHIEVED RESULTS
Result 2: Demonstration pilot adaptation measures for ecosystems at risk under climate change are implemented locally.	A number of municipal plans for land use updated, addressing the risk of climate change on ecosystems.	Land use plans in Canelones and Rocha are updated to address the risks of climate change on ecosystems.	<p><i>Municipal plans in Colonia, Canelones, Montevideo, San Jose, Maldonado and Rocha ecosystems were updated under climate risk via a special appendix of land use planning, as allowed under the new legal framework and planning under development.</i></p> <p><i>Different actors are prepared to identify possible measures for adapting to climate change in the pilot sites. A methodology that combines the scientific and technical analysis with a participatory approach was applied. Moreover, this approach combines top-down approach (mainly in terms of explicit or existing policies) and bottom-up (in terms of information and opinions from the community) analysis.</i></p>
	A number of municipal employees involved in coastal management planning and trained on the implications of climate change.	At least 80% of employees involved in planning and coastal management in Canelones and Rocha are trained on the implications of climate change.	<p>Increased local capacity in relation to coastal vulnerability and adaptation. The project highlights the importance of the approach "learning by doing"; and that the project has facilitated the development of the ability to incorporate climate change considerations into development plans and policies, especially at the departmental level, where specific units to address climate change were settled in San Jose and Maldonado.</p> <p>Decision makers identify adaptation measures for the coastal zone and recognize the importance of their implementation.</p>
	Several sites/places where measures were implemented to increase resilience.	At least two high-risk sites with globally significant biodiversity test climate-sensitive approaches.	<p>Departmental governments have a number of measures that allows them to evaluate changes in the morphology of the beaches after extreme events and the impact of dune recovery measures, contributing to its coastal management planning.</p> <p><i>As a result of this process 11 adaptation measures are fully implemented, and 5 others are being designed</i></p>
	PRODUCTS	ACTIVITIES	
	Product 2.1: Municipal plans are	Select an appropriate methodology for analysis of V&A in pilot sites: -Evaluation of Feasibility of applying DIVA tool. The possibility of using DIVA was discarded and risk management as a methodological framework for assessing	

	<p>updated to incorporate territorial zoning strategies and climate risk management for high-risk ecosystems under climate change</p>	<p>V&A in was a selected pilot site.</p> <p>-Development of a workshop with experts and international consultant on possible methodological approaches to V&A in pilot sites.</p> <p>An analysis of V&A of pilot sites using risk management as a methodological framework:</p> <p>-Development of bilateral meetings with Municipalities, DINARA, SNAP, SOHMA, Faculty of Engineering, SNE.</p> <p>-Development of a participatory conceptual model of climate change adaptation in the pilot site of Laguna de Rocha through meetings and workshops with key stakeholders.</p> <p>-Based on observation and updating information to complete the gaps to estimate changes in the saline front and projections on the behavior of young fish areas and the economic valuation of resources involved in activities in the pilot area, a document containing the basis of a conceptual model of adaptation to climate change for the pilot site was developed. In this sense, the guidelines on adaptation of UNDP¹⁶ argues that since climate change can lead to increased risks associated with severe physical events, adaptation must be related to the management of events related to weather integrating knowledge of climate risks to build resilience. The guide highlights the existence of several approaches: a) Vulnerability and Risk Focus: Focus on Vulnerability and Risk b) Approach to Resilience, c) policy approach. The Project together with stakeholders has combined these approaches according to their abilities and demands, especially vulnerability and risk, it has been successful in identifying climate scenarios and contributed to the knowledge of the threats, risks and causes identifying problems¹⁷.</p> <p>Law No. 18.567 on Political Decentralization and Citizenship Participation created municipalities and provides them with skills, including measures of environmental protection. Municipalities can act directly with the implementation of measures developed by themselves or in conjunction with the provincial or national government¹⁸. The greatest value of the municipalities, at least in this area, refers to be channeling the demands and citizen participation. As described in a document available on ECOPLATA prepared by the UdelaR and MVOTMA¹⁹.</p> <p>-Implementation of the Matrix on coastal vulnerability defined in the SCN and DIVA methodology in the coastal area of the two pilot municipalities to allow zoning and classification of coastal ecosystems and their services according to their risk level to the current climate.</p> <p>- Training and awareness Programmes realized. 30 journalists and 200 local references. Measure 2 and Measure 3.</p> <p>-Updated Municipal plans in Colonia, Canelones, Montevideo, San Jose, Maldonado and Rocha ecosystems under climate risk through a special appendix of land use planning, as allowed under the new legal framework and planning under development.</p> <p>As a result of the activities, the key institutions and local communities have more information on the subject of climate change and the project. This has enabled them to understand the potential impacts associated with climate change, support adaptation measures promoted by the Project and local Municipalities, and processes incorporating the issue in their plans were initiated.</p>
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¹⁶ United Nations Development Programme (UNDP). 2010. Stocktaking of Tools and Guidelines to Mainstream Climate Change Adaptation.

¹⁷ Nagy GJ, M Gómez-Erache, R Kay. 2013. A risk-based and participatory approach to assessing climate vulnerability in coastal Uruguay, In: Glavovic B. et al. (eds), Climate change and the coastal zone, Chapter 16, Spon Press / Taylor & Francis.

¹⁸ Examples of Municipal plans:

http://www.ecoplata.org/wp-content/files_mf/2010haciaunaestrategianacionalparalagestionintegradadelazonacostera20102015.pdf ; San José:

<http://www.cambioclimatico.gub.uy/images/09%20Plan%20local%20de%20Ordenamiento%20Territorial%20de%20Ciudad%20del%20Plata%20-%20Lorente%20y%20Martinez.pdf> ; Canelones:

<http://www.cambioclimatico.gub.uy/images/08%20Costa%20Plan%20y%20Cambio%20Climtico%20-%20Brenner%20Garca.pdf> ; Rocha:

<http://www.cambioclimatico.gub.uy/images/10%20Cambio%20climtico%20y%20el%20Plan%20de%20Manejo%20del%20rea%20Protegida%20de%20Laguna%20de%20Rocha%20-%20Carro.pdf>

¹⁹ http://www.ecoplata.org/wp-content/files_mf/1421945521Producto5enpdfagosto2014.pdf

<p>Result 2:</p> <p>Demonstration pilot adaptation measures for ecosystems at risk under climate change are implemented locally.</p>	<p>Product 2.2:</p> <p>Management approaches the near shore fishing adapt to address the risks of climate change in a place of globally significant biodiversity (Municipality of Canelones)</p>	<p>Implementation of adaptation measures to climate change in the pilot sites:</p> <ul style="list-style-type: none"> - Identified and prioritized 20 adaptation measures to be implemented in pilot sites based on international background, studies and assessments developed by the project, experience and needs of national and provincial government agencies and consultation with local stakeholders. - Working with actors who perform spatial planning in the municipalities of Montevideo and Canelones to incorporate the new location of the new areas of fish farming to land use plans and coastal management and negotiating restrictions in these areas that could produce pressures to new farming areas under climate change (adaptation of fisheries management on the coast for addressing the risks of climate change). -Generation of Specialized information at spatial and temporal scale for implementing best practices in fisheries to climate variability in the Saline Front (Montevideo and Canelones). 31 direct beneficiaries (members of DINARA, municipalities of Canelones and Montevideo, University). Measure 9. -Contribution to the consolidation of management structures adapted to climate variability in the Saline Front (closed areas, co-management plans of protected fishing areas defined by the DINARA). 31 direct beneficiaries (members of DINARA, municipalities of Canelones and Montevideo, University). Measure 11. - Implementation of recovery measures of the dune ecosystem and the coastal geomorphology in the coastal departments (Colonia, San José, Canelones, Montevideo): <ul style="list-style-type: none"> -In Montevideo guidelines for developing an early warning protocol was developed to warn of the presence of coliform bacteria and cyanobacteria in the waters of the beaches of Montevideo. This will predict balneability and quality of the beaches. The prognosis defining early warning salinity data links with climatic wind and rain that define the specific development of coliforms and cyanobacteria in the waters of the beaches of Montevideo conditions. -In Maldonado, reconstruction processes of coastal dune ecosystems were supported - In 2013 and 2014 actions of recovery and conservation of coastal ecosystems as adaptation measures in Colonia, San José and Canelones were developed.
	<p>Product 2.3:</p> <p>The coastal management of protected areas is tailored to address the risks of climate change in a place of globally significant biodiversity (Municipality of Rocha)</p>	<p>Implementation of adaptation measures to climate change in the pilot sites:</p> <ul style="list-style-type: none"> -The selected pilot adaptation measures include the acceptance of different local stakeholders, such as local governments and their officials, civil society and environmental organizations and the media who have supported and legitimized the actions taken by the project. Institutional arrangements for the implementation of a series of measures were agreed. Interagency coordination and diagnoses were made, existing and required capacities identified, experts hired, agreements were signed. -Development of a Protocol for the artificial opening of the barra de Laguna de Rocha with the participation and support of local actors (CAE meetings with the SNAP and technical team responsible for drafting the proposal). -List of migratory birds threatened in the Laguna de Rocha and Playa Penino and list of vulnerable coastal sites and invasive species. Ciudad de Rocha, La Ribeira, Puerto Botes, La Pedrera, La Paloma, La Aguada, Arachania, Pta. Rubia and La Pedrera, San Antonio. 145 direct beneficiaries (members of the CAE LdR, SNAP, DINAMA Protected Areas, Municipality of Rocha). Measure 8. -Built The concept of vulnerability and adaptation to climate change in developing the terms of reference for the design of the management plan of the protected area Laguna de Rocha. Ciudad de Rocha, La Ribeira, Puerto Botes, La Pedrera, La Paloma, La Aguada, Arachania, Pta. Rubia and La Pedrera, San Antonio. 10 direct beneficiaries (members of LdR, SNAP, DINAMA Protected Areas, Municipality of Rocha) -. Measure 5. - Management protocol for the system of the barra de la Laguna de Rocha. Elaborated and agreed in the framework of the Special Advisory Commission on Management of Protected (CAE) area. Ciudad de Rocha, La Ribeira, Puerto Botes, La Pedrera, La Paloma, La Aguada, Arachania, Pta. Rubia and La Pedrera, San Antonio. 145 direct beneficiaries (members of the CAE LdR, SNAP, DINAMA Protected Areas, Municipality of Rocha). Measure 10. -Development of a management plan of the protected area taking into account the analysis of the effects of climate change and vulnerability assessments conducted

		<p>by the project.</p> <p>The application of the set of Ecosystem-based adaptation measures (EBA), helped improve the quality of the coastal ecosystem, strengthen field management capabilities on coastal adaptation knowledge and incorporate a package of management and quality monitoring of beaches, the institutionalization of spaces for departmental coordination on climate change and territorial coordination with Municipalities and Civil Society Organizations.</p> <p>The set of EBA for the entire coastal area included the regeneration of dune systems, the definition of strategies for sustainable storm drains, the ordering of the different uses on the coast, and sustainable coastal use among others. EBA is defined as the use of biodiversity and ecosystem services as part of a wider adaptation strategy to help people and communities to adapt to the adverse effects of climate change. Its purpose is to maintain and increase the resilience and reduce the vulnerability of urban infrastructure, communities and ecosystems. EBA is composed of actions aimed at sustainable management and conservation and restoration of ecosystems, as part of an overall adaptation strategy that takes into account the multiple social, economic and cultural co-benefits for local communities.</p> <p>-The Application of this approach in the balneario of Kiyú (San Jose) during 2013-2014 allowed the recovery of the dune ecosystem and thereby significantly reduces the impacts occurring during extreme rainfall events occurred in January 2014 on high-value tourism infrastructure.</p> <p>-Evaluation of the current and projected status for the future of key species in the Laguna de Rocha, particularly for migratory shorebirds.</p> <p>-Evaluation of potential losses in key habitat types given the high vulnerability of coastal areas to climate change.</p> <p>- Improvement of the existing databases of the SNAP project on distribution of priority species for conservation.</p>	
<p>Result 2:</p> <p>Demonstration pilot adaptation measures for ecosystems at risk under climate change are implemented locally.</p>	<p>Product 2.4:</p> <p>Establishing local forums to share lessons on adaptation and to raise awareness about the risks of climate change in coastal areas.</p>	<p>Develop a work schedule with the Municipalities of Rocha, Montevideo and Canelones (pilot sites), DINARA, SNAP, SOHMA, Faculty of Engineering, SNE:</p> <ul style="list-style-type: none"> - Developed bilateral meetings with Municipalities, DINARA, SNAP, SOHMA, Faculty of Engineering, and SNE. - Bilateral meetings with Municipalities of Rocha, Montevideo and Canelones (pilot sites), DINARA and SNAP. <ul style="list-style-type: none"> - Generated interest and commitment of new partners for the adaptation processes. - Institutional arrangements for the implementation of adaptation measures. - Interest and commitment of new partners to the process of adaptation to institutional and community development through bottom-up process was generated. - In Maldonado (Climate Change Unit) and San Jose (Departmental Office of Climate Change): - two institutional spaces of specific coordination on climate change in coastal municipalities were created. <p>Local communities support and participate in implementing adaptation measures proposed by the project and the departmental and local authorities.</p>	
PROJECT STRATEGY	INDICATORS	Target Level at end of project	ACHIEVED RESULTS
<p>Result 3:</p> <p>Knowledge management and evaluation systems facilitate the implementation and replication of climate risk management and adaptation experiences for coastal areas of Uruguay.</p>	<p>VRA (Vulnerability Reduction Assessment) was implemented at the community level to measure local adaptive capacity.</p> <p>Management knowledge system of about adaptation to climate change is operational</p>	<p>Adaptive capacity at the community level is analyzed through measurement system provided by the VRA and is applied as part of M&E. Objectives will be established in the first application of VRA.</p> <p>A knowledge management system on CC is operational, institutionalized and accessible to a wide range of stakeholders to ensure sustainability and replicability of the achievements and lessons learned</p>	<p>Monitoring of compliance with project activities and evaluation systems to determine the short-term aspects of adaptation measures, descriptive and quantitative assessments and methodologies developed specifically for adaptation projects measure the increase in adaptive capacity and reducing vulnerability to climate change.</p> <p>Implementation of Vulnerability Reduction Assessment (VRA) to track changes in vulnerability / adaptive capacity.</p> <p>The VRA was applied to coastal communities where adaptation measures to climate change are implemented. The perception of vulnerability in local authorities and communities of Santa Ana (Colonia), Kiyú and Playa Pascual (San Jose) was disclosed.</p>

	Number of programs, policies or external projects that incorporate approaches, practices and methods of the project	To be determined at project outset	Knowledge transfer and successful replication of experiences both within the project and through the adaptation community at large. Communication channels between the various initiatives complement efforts.
	Number of visits from municipalities, programs, NGOs, or external projects	At least 2 coastal municipalities besides Rocha and Canelones have requested information for mainstreaming adaptation in vulnerable areas. At least one program, project and relevant NGO have requested information on climate change and coastal risks.	<i>The coastal municipalities have been informed of the threats of climate change. Some of them have requested specific support to include aspects of climate change in land use plans.</i>
	PRODUCTS	ACTIVITIES	
	Product 3.1: Monitoring and evaluation of measures to adapt to climate change.	<p>Implement the VRA to monitor changes in adaptive capacity of stakeholders:</p> <ul style="list-style-type: none"> - The VRA was adapted to national circumstances. Baselines able to track the adaptive capacity of relevant actors were established. The methodology allowed monitor the perception of the processes of adaptation to climate change at the community level in the project sites (Nagy, GJ, M. Gomez Erache, L. Seijo, 2011. Prioritization of adaptation measures in the Uruguayan coast. Working Paper GEF Project Implementation of Adaptation Measures to Climate Change in Coastal Areas of Uruguay (PACCC), Climate Change Unit (UCC), DINAMA, MVOTMA, June 2011) -Implementation of VRA to track changes in vulnerability / adaptive capacity (Seijo L. 2010. Assessment of Vulnerability Reduction (VRA) report of GEF project "Implementing pilot adaptation measures to climate change in coastal areas of Uruguay ", Montevideo: MVOTMA Climate Change Unit (UCC), www.camboclimatico.gub.uy) -Monitoring Of project impacts through the Monitoring and Evaluation Framework for Adaptation to Climate Change (UNDP) Change. IDM, 2010. Water Monitoring Program of Beaches and Coastal Montevideo. Report 2009-10 (Feota G, B Brena, J Risso, Sienra S, G Saona, ME Echezarreta). Environmental Development Department. Environmental Quality Laboratory Service. Of Montevideo. - Workshops planned and developed to implement the VRA throughout the coastal zone. - A report on the implementation of the VRA was prepared - The results of the initial implementation of the VRA were taken into account in preparing the POA 2012. <p>Second application of the VRA to monitor changes in adaptive capacity of stakeholders:</p> <ul style="list-style-type: none"> -Application Of VRA on the Saline Front (measured recovery of dunes). 	
Result 3: Knowledge management and evaluation systems facilitate the implementation and replication of climate risk management and adaptation experiences for coastal areas of Uruguay.	Product 3.2: Dissemination program implemented for all coastal municipalities.	<p>Implement a dissemination program on the threat of climate change aimed at coastal Municipalities:</p> <ul style="list-style-type: none"> -The CECOED are informed about the risks of climate change. Training workshops were developed in 5 coastal departments (San Jose, Canelones, Montevideo, Maldonado and Rocha) concerning the management of climate change risk. -The Implementation of adaptation actions on the inner shores of the Rio de la Plata opens a new range of intervention sites for its similarity with the pilot sites -The Project in 2014 has supported the recovery of the coastal area of San Gregorio de Polanco in Tacuarembó on the Rio Negro at the height of the Embalse de Rincón del Bonete. This analysis will allow the project to measure the effectiveness of the set of coastal adaptation measures at the level of internal costs, as well as their potential synergistic effect with defense works from hard infrastructure and actions on adaptation to climate change. In 2015, the Administration announced a seaside promenade and park in San Gregorio de Polanco, the largest resort in Tacuarembó, with funding from the Administration 	

		<p>and the Office of Planning and Budget (OPP) will be built. The investment will reach \$ 80 million, and the Interamerican Development Bank (IDB) is expected to participate</p> <p>-Newsletter elaborated since 2011 to spread activities, achievements and lessons learned among decision makers, national technical and departmental media across the country, NGOs, universities, among others.</p> <p>-Development Of guidelines for identifying risk ecosystems under threat of climate change as a first approach to the municipal staff who are not directly involved in outcome 2 (pilot adaptation measures for ecosystems). Campaign Dunas with No Wheels 2012 - 2013 EcoPlata Support Program of Integrated Coastal Zone - Marina, EcoPlata Montevideo 2013.</p> <p>http://www.ecoplata.org/wp-content/files_mf/1386941700Campa%C3%B1aDunasSinRuedas20122013.pdf</p>
	Product 3.3: Adaptation Learning Mechanism (ALM) implemented	<p>Share with the international community through the ALM UNDP project progress, recommendations for future actions and lessons learned:</p> <p>The international community has access to the project results.</p> <p>-Development Of the draft annual reports 2008-2014.</p> <p>-The Information generated by the project has entered the website ALM. Uruguay in ALM profile updated.</p> <p>-Disseminate broader lessons learned to the community through the GEF MAA</p>
	Product 3.4: Municipal staff of all municipalities trained on the current climate risk management, the future implications for coastal ecosystems to climate change and viable adaptation options	<p>Design and start implementing a dissemination program on the threat of climate change:</p> <p>- Training workshops organized and developed in five coastal departments (Colonia, Canelones, Montevideo, Maldonado and Rocha) for the 6 divisions of municipal institutions involved in the management and protection of coastal areas, related to the threats of change climate with the participation of technicians from all coastal municipalities reaching around 150 people.</p> <p>-Preparation Of training tools based on results of previous products and considering the advice of experts on climate change: De los Santos M. 2011. Updating the analysis of satellite images (SeaWiFS and MODIS) color fronts River silver in the period from January 2000 to June 2011 and comparative study of typical and extreme situations.</p> <p>Verocai, J, 2012. Model events minimum and maximum displacement of the main face turbidity and mean sea level on the coast of Rio de la Plata (2000-2009). Reporting to the Project URU / 07 / G32 "Implementation of pilot adaptation measures to climate change in coastal areas of Uruguay". Climate Change Unit (UCC), MVOTMA.</p> <p>Knowledge transfer and replication update successful experiences both within the project and through the adaptation community at large.</p> <p>Channels of communication between the various initiatives complement efforts.</p> <p>- Local forums were organized to exchange lessons on adaptation and to raise awareness about the risks of climate change in coastal areas.</p> <p>• Coordination of efforts with different initiatives developed in the country linked to climate change: the National System of Response to Climate Change Project Territorial Climate Change, Regional study of the economics of climate change ECLAC.</p> <p>-Construction and constantly updating of the project website: www.cambioclimatico.gub.uy and updated website: Adaptation Learning Mechanism UNDP / GEF for adaptation projects.</p>

Table 9. Progress in achieving results ²⁰

Results	Ratings
4) Incorporation of CC risks in policies and regulations related to coastal management.	Highly Satisfactory
5) Pilot implementation of specific measures for adaptation to climate change in vulnerable ecosystems.	Highly Satisfactory
6) Dissemination and replication of the experiences of adaptation and climate risk management in the coastal area through knowledge management and M&E systems.	Highly Satisfactory

²⁰ **Calificaciones de resultados:** 6: Muy satisfactorio (MS): no presentó deficiencias. 5: Satisfactorio (S): deficiencias menores. 4: Algo satisfactorio (AS). 3: Algo insatisfactorio (AI): deficiencias importantes. 2: Insatisfactorio (I): deficiencias importantes. 1: Muy insatisfactorio (MI): deficiencias graves.

3.c.1. Relevance (R)

In this report Relevance is considered the extent to which an activity is tailored to the priorities of local and national development and organizational policies, including changes over time. The extent to which the project is consistent with GEF operational programs or strategic priorities on which the project was financed. In retrospect, the question of relevance often becomes a question of whether the objectives of an intervention or its design are still appropriate given the changes in circumstances.

The project made a significant contribution to the implementation of the national policy agenda on climate change, dealing with an issue of great importance for Uruguay. The alignment of the project with national priorities is relevant. As demonstrated in various documents of the GoU and UNDP (ERD Uruguay for example) when consulted on how respondents assess the relevance of the project to achieve the objectives, they consider it has been very satisfactory. The project objectives are consistent with the needs of the country for all respondents, and the level of relevance is high. Interventions at national and departmental level are designed to build capacity in policy implementation, including training activities, the recruitment of national and international experts and the preparation of technical inputs for the dialogue processes and/or as inputs for the legislative debate.

3.c.2. Effectiveness and efficiency (MS)

Effectiveness is the extent to which a goal, likely to be achieved, is reached. Efficiency is the extent to which the results are delivered with the least possible cost; also referred as profitability or cost effectiveness.

The cost-effectiveness relationship of the project in terms of resources invested and results achieved has been positive. The project succeeded in reconciling development results, approaches and methodologies, despite the changes and initial difficulties in implementation. Some advocacy strategies have shown a high degree of effectiveness in relation to the expected results, setting the issue of climate change in scenarios where it is not commonly discussed (both in the press and community organizations working in the coastal zone).

The efficiency of the project has been assessed as very satisfactory. Respondents mentioned as difficulties the execution time and the granting of resources. The administration was efficient to maximize revenues with the available budget and mobilize resources from other sources. The installation of the complex mechanisms required to work within a decentralized level was the main cause of the extensions requested. Often, as explained in the ERD in Uruguay (2014) "the Project time does not necessarily coincide with the real-time implementation of the public sector and civil society." Among the respondents, there was consensus that all resources were well used, and that time adjustments collaborated to the achievement of goals and progress towards achieving expected results. As mentioned, representatives of provincial governments stated that being able to mobilize additional funds would enhance the efficiency of the pilot project.

Resources were used correctly. The extensions were required by the government and used to what was proposed, but it meant an excessively long process and dependence on technical equipment. In particular, the last extension was necessary because the MVOTMA needed the NAP Project to be developed.

According to the information obtained from the annual reports, with regard to the three expected products, the achievement has been partial. However, it is considered that inputs and activities have been efficient in obtaining results and the annual compliance assessment is good. The collaboration of all stakeholders and beneficiaries involved contributed to the progress of the project.

A mention is deserved by the particular case of DINARA (report 2011), as one of the stakeholders who showed no commitment or involvement in defining the adaptation strategy in the pilot site. The

measures taken to mitigate this situation were the promotion of meetings between the directors of DINAMA and DINARA in order to agree the basis for the adaptation strategy, but in 2011 it was not possible to realize such meetings despite the efforts of DINAMA.

The report 2012 states that the situation with DINARA did not change, as a mitigation measure a workshop presented a conceptual model of the water dynamics of the pilot site to validate possible adaptation measures, and the feasibility analysis continued (involving the Municipality of Montevideo).

The 2013 report identified as problems the lack of local capacity to implement plans for adaptation to climate change and scarce human resources of municipalities to cope with extreme events. Measures to mitigate these problems were trainings conducted for local governments to allow the implementation of actions of coastal adaptation; coastal adaptation actions were implemented during the months of lower chances of extreme events to recover the coastal ecosystem before they happened, so it was possible to increase considerably the resilience of coastal systems.

As mentioned before, expected products have been partially achieved, but the performance of the project implementation is positive, and the planned activities were fully developed.

It is considered that the project is highly replicable and sustainable but more time is required to internalize the results in the coastal areas, and also for training and capacity building of staff.

The main difficulties are related to human resources in local governments, political will to implement and control the actions of biodiversity protection and creation of knowledge to raise awareness about the importance of social capital to maintain biodiversity and ecosystem diversity. Emphasis will be put on the active engagement and capacity building of national and local stakeholders, giving importance to awareness, reforms and consolidation policies.

The planning for 2015 consists only of stressing on the product number 2, developing a work plan (strategy and roadmap) for coastal NAP process with participation and agreement of all stakeholders and external assistance. The 2014 report highlights the work done with UNDP to extend for one year the project, reallocating funds and defining new activities in order to start developing a Coastal NAP process. The key institutions, within the framework of the Steering Committee carried out on July 24, 2014 in the framework of the National System for Climate Change, have reconfirmed it. For this result USD88.097 were reassigned from Outcome 3 to 2.

It is ambiguous to qualify the process for its efficiency, since fund savings and consequent increased national counterpart funds made the execution slower, while in-kind resources were increased. Although it has a great value for sustainability, it impacted the valuation of efficiency.

3.c.3. National ownership

At present the new authorities of CC in the MVOTMA, are considering the development of an integrated M&E system, which does not depend on the efforts of each Project (SIA).

The Director of Climate Change at MVOTMA would replace the current manager of the Technical Advisory on Climate Change, created transiently in the MVOTMA, prioritizing the issue within the Ministry, but this change is still ongoing. In turn, the creation of the Secretariat prioritizes the issue at National level. Although this is an ongoing process, the link between the Director and the Secretariat still remains to be defined.

3.c.4. Integration (MS)

Mobilization of resources for cooperation: **there are some experiences that are considering using South-South and triangular cooperation, e.g. with Colombia and Honduras in South-South Cooperation.** Much has been done through the Latin American Network of Climate Change regarding the adaptation pillar. The experience has been presented at various international events

and other resources of technical cooperation were mobilized, such as the exchanges with Cantabria and other initiatives.

Uruguay has adopted an international position through its participation in the Network of Parks in Peru; the implementation of cooperation projects supported by the AECI and France -the project on protected areas contains a component of triangular cooperation with Mozambique, with the idea of taking on a role as a platform for exchange in the region; and taking part of the group of countries presenting a statement on the role of PAs in response to CC, to be presented at the next COP in Paris.

3.c.5. Mainstreaming of climate change (MS)

The project grew out of the experience of the actors who made up the executive board of ECOPLATA and other key actors committed to the initiative. Currently, the problem of CC is present in the areas of planning, and has been incorporated into the management plans of different territorial areas. Since the implementation of the project until the FE, the issue has successfully integrated the national agenda, as well as adaptation measures not only in the MVOTMA. A set of actions in the framework of a National System of Response to Climate Change and adaptation measures has been institutionalized under a specific structure in the national state and departmental governments. An ad hoc legal framework has been developed, leaving installed capacity in the government through a team of professionals ensuring sustained mainstreaming of CC in various actions of the government.

An example of the effectiveness of this mainstreaming is the launch of new programs such as REDD +, which works in eliminating logging of native forest, and where people work in raising awareness with the support of local schools and the police as control network and where team members of this project are integrated with specialized areas of MGAP (Forestry Department).

Table 10. Performance Accountability: Evaluation of Results

Evaluation of Results	Ratings
Relevance	Relevant
Effectiveness	Highly Satisfactory
Efficiency	Highly Satisfactory
National Ownership	Satisfactory
Integration	Highly Satisfactory
Mainstreaming of CC	Highly Satisfactory

3.c.6. Sustainability (P)

Sustainability is the ability of an intervention to continue to provide benefits for a period after its completion. The project must be sustainable both environmentally and financially and socially.

It is likely that the advances and benefits of the project continue after the close of operations. One of the main products will be the coastal NAP, a critical element for the sustainability and scaling of the project policy. The approach applied in this project has built a solid base of social

and human capital²¹ that will surely boost significant progress in adaptation. In fact, the project has been built on the basis of consensus of a wide social network of public actors, at all jurisdictional and private levels, actors of civil society, academia (especially micro and small enterprises in coastal areas, and farmers in specific areas such as Laguna de Rocha, fishermen, etc.). The network was developed over the years in the pilot areas.

Sustainability is high. The results of the project are in the process of integrating in institutional channels and a specific legislation regarding climate change was developed, predicting that these channels will be standing.

Relationships of trust among stakeholders were constructed, with opportunities for discussion and debate, sustainable over time, where UNDP will play a key role in supporting the interdepartmental dialogue (through the Metropolitan Agenda).

Coastal interventions developed from pilot projects with departments are considered irreversible, since trainings of staff working in the maintenance of beaches, of residents and departmental and municipal officials in general, leaves a large installed capacity. From the relationship established in the pilot experiences in the recovery of coastal areas, a common agenda is generated by providing clear examples of improving the tourism value chain and caring for nature, involving even the private sector (such as Kiyú and Rocha) as partner for sustainability.

In the case of CC actions, once completed the projects, they will be partially financed through the municipalities and the very good links with community actors. They often must incorporate other actors to analyze what happens on the coasts, as the Service of Oceanography, Hydrography and Meteorology of the Navy of Uruguay, due to the lack of resources for control and larger interventions.

Four perspectives of sustainability (i.e. financial, socio-political, institutional framework and governance, and environmental) were analyzed, focusing on relevant key questions outlined in the evaluation matrix. An overview of the post-project sustainability is presented.

Financial sustainability (AP)

It is likely that in the coming years climate change activities will receive at least basic funding from national and subnational level to coordinate actions, including financial support from civil society and academia (especially in-kind). On the one hand, it was possible to increase government budgetary allocation for climate change and, consequently, generate continuous basic funding for activities requiring availability of human resources and equipment for the chosen adaptation strategies. In addition, CC is on the political agenda of the national government and the need to improve financing on Climate Change is clear, presenting options for cooperation and external financing from bilateral and multilateral agencies. Moreover, once the new institution is being discussed at the national level, it will have its own budget (currently the budget for the next five years is under discussion and until the end it will be hard to see the magnitude of the budgetary allocation for the next five years). This process of consolidating the areas of climate change and coastal activities is also being developed in the departmental governments of Colonia, San José, Montevideo, Canelones, Maldonado and Rocha. At academic level there are important projects aiming to deepen scientific knowledge about climate change, especially in the area of Laguna de Rocha. However, challenges remain to be considered. The investment is insufficient to consider scale from pilot projects to the entire coast; a tax mechanism able to fund Adaptation is not working yet, although the OPP is studying the issue.

A departmental budget -still under discussion (November 2015)- incorporates adaptation measures at the local level and OPP office in offering financing to decentralized government. However the mobilization of other international resources has not been tested yet, in particular due to the

21 In this document we use the definitions of social capital, human capital and financial capital proposed by Chambers & Conway (1991). See: Chambers, R. & G.R. Conway. 1991. Sustainable rural livelihoods: practical concepts for the 21st century. IDS Discussion Paper 296: 29 pp.

restrictions of cooperation to countries of middle and upper middle income. An important part of the technicians has been incorporated into the structure of the public administration or to other GEF projects, creating conditions of "ownership" of the knowledge generated.

Socio-political Sustainability (P)

There is a strong social capital that will likely support future developments. Additionally, public policy is giving high priority to strengthening awareness of adaptation, since the Uruguayan society receives high impacts of climate change in key areas of its economy, as livestock, agriculture and tourism. A process of building a national policy on climate change from the new institutions created is underway. It was common for respondents to highlight the positive contribution of the project to introduce an issue that was still unexplored at institutional level at the beginning of the project and now is discussed at all levels as a key issue. This also enhanced the relationship between teams of protected areas, the departmental governments and other central government agencies.

Institutional Framework Sustainability and governance (P)

The approach to facilitate participatory work weaving networks of trust and collaboration among peers and between actors from various levels of government has been highly positive. In addition, the transparency of the processes and work style adds a large involvement of project staff at the local level and relationship between technical equipment and technological scientific apparatus. The case of Rocha is particularly clear, with the creation of a protocol for the opening of the *barra* of the *Laguna*, the interagency coordination of the metropolitan area and the creation of ad hoc local institutions (e.g Cabinet of CC in San Jose, the creation of Coastal Management Units, coordination of a coastal plan in Costa Canaria in Canelones, MVD interventions through coastal management plans, etc.).

The inclusion of adaptation to climate change in territorial development plans is very clear in terms of sustainability.

The relationship between project activities and the SNAP and SINAE allows a permanent use of the knowledge generated by the project, both in relation to scientific developments (such as biodiversity inventories, analysis and compilation of meteorological data, analysis of social vulnerability) and to the mobilization of various stakeholders at local level.

Environmental Sustainability (P)

In general, the project has helped to advance environmental sustainability in the coasts, while not having yet developed enough measurements to the level of impact, however, continue working on key elements to prevent and control the negative impacts caused by tourism, urban development of the coastline, pollution and the introduction and spread of invasive alien species. Finally, we shall consider the growing global demand for energy and seafood products that could eventually encourage the development of offshore oil exploitation and intensification of fisheries in the area, posing new challenges for coastal preservation. Especially regarding the fishery we should emphasize on the coordination with DINARA to ensure environmental sustainability and explore coordination with the national government areas related to offshore exploration (recent).

Table 11. Sustainability dimensions²²

Sustainability dimensions	Ratings
Financial	Moderately Likely

²² Categories: Likely (L): No risks that affect this dimension of sustainability; Moderately likely (ML): there are moderate risks that may affect this dimension of sustainability; Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability; Unlikely (U): There are severe risks that affect this dimension of sustainability.

Sociopolitical	Likely
Institutional framework and governance	Likely
Environmental	Likely

3.c.7. Impact (S)

The project's impact is very significant in its "soft" components and in regard to institutionalization. For this purpose we highlight:

- Establishment of adaptation with Ecosystemic approach and long-term impact on coastal management.
- Creation of a National Adaptation Plan for the coastal sector.
- Collaboration with a legislative framework that allows glimpsing the long-term impact on the entire country and in particular in the pilot sites.
- Sustained improvement in the conservation of biodiversity in key areas.
- Expanded public awareness on adaptation to climate change. It is very likely that it will deepen in the coming years. It could lead to greater support and mobilization to generate adaption policies at all levels.
- Introduction into the public debate of adaptation to climate change will surely have important impacts on existing pilot areas and future developments at the national and sub-national level.

In the impact analysis it is possible to observe:

- Result 1: The very satisfactory incorporation of climate change risks in the policies and regulations of the coastal management has resulted in improvements in coastal ecosystems (wetlands, beaches, flora and fauna).
- Result 2: The very successful introduction of specific measures in the processes that regulate land use has contributed greatly to the protection of coastal ecosystems that are of great importance for the conservation of coastal biodiversity.
- Finding 3: The dissemination of knowledge through educational portals, guides for journalists and guides for citizens to raise awareness of the problems associated with climate change have contributed very satisfactory for the attainment of its objectives, and the dissemination of intermediate annual evaluations that were performed for the project contribute to greater appropriation and internalization of the CC risks that favors the replication of results and a better compliance with them (sustainability, efficiency and efficiency).

Gender perspective

The strategies implemented by UNDP and the Government of Uruguay to contribute to national goals of reducing gender-based inequalities have supported the capabilities of the country office to advance in gender mainstreaming. However, at environmental level, weaknesses in enforcing gender are perceived, although it has been included in the pilot project the need to ensure equal participation of women and men in discussions on adaptation strategies. The GEF projects have gender sensitive guidelines and all projects have to identify gender indicators,

although in this case indicators are more of process than impact. For the Adaptation to Climate Change it would be desirable to analyze how to leverage the inclusion of a gender perspective, for example in the most vulnerable communities (it's the case of the population of the Laguna de Rocha) given the actual effect that climate change has on women and particularly on the poorest ones. UNDP has very useful material on gender and climate change that could be adapted to the particular context of Uruguay and ensure that gender dimension is included within the NAP.

CONCLUSIONS, RECCOMENDATIONS AND LESSONS LEARNED

4.a. Conclusions

- ❖ The project generated significant contributions for the resilience to CC of coastal ecosystems of Uruguay.
- ❖ The project helped to place the issue on climate change impacts in the national and departmental public agenda and in public opinion, as well to demonstrate the importance of adaptation measures to climate change to reduce the vulnerability of coastal ecosystems.
- ❖ The project capitalized on the results of previous and ongoing interventions, many of them supported by the GEF. Most likely the progress of this project will be used by several new initiatives.
- ❖ The project favored the consolidation of the National System for Response to Climate Change. It contributed to institutional change from one unit to a division and the process of transformation to a Directorate.
- ❖ The conceptualization and design of the project were adequate. However, the time expectancy was originally unrealistic and it forced to request extensions.
- ❖ The project was fully articulated with national and departmental policies and plans and actively involved various actors.
- ❖ Project actions contributed to increase social and human capital to support the preservation of ecosystem. The existence of a communication flow and collaboration between people and local institutions, departmental and national government, civil society and academia is visible.
- ❖ The approach was appropriate. The team applied a participatory and inclusive, highly adaptive, scheme, which ensured the involvement of key actors at the local level. "We had to stop municipalities to recover all the dunes on the coast, they had over-enthusiasm."
- ❖ Coordination with DINARA was the only institutional strategy that prevented eventually developing an appropriate joint work. However, failures and institutional weaknesses were identified. Several activities were proposed to solve these problems (staff meetings, information and training).
- ❖ It is highly likely that the project is sustainable, although it is still necessary to invest efforts to consolidate its institutions, human resources (still insufficient) and funding mechanisms. It is expected that the new institutions generate these alternatives with a new impetus.
- ❖ Villagers identified as successful the captors' fences, which allowed sand to accumulate, like selective logging of non-native species on the coast. The collaboration of residents, departmental and local governments, small businesses, students and teachers was strong.
- ❖ The participation of the University in implementing adaptation measures with the support of residents is to be emphasized.
- ❖ High quality scientific products were generated, reflected in academic papers and studies of high added value.

- ❖ Coordination in the work of national, local and civil society, including grassroots organizations, is emphasized.
- ❖ There was a high involvement of the residents and knowledge on the implementation of measures (a paper on what is desirable with a user-friendly guide was generated).
- ❖ Climate change is incorporated in all activities from all directions and other ministries. The rules of land use include all these aspects. They are setting the parameters for action in every area and a specific legislation has been developed.
- ❖ Some of the major achievements are the analysis of CC issue at the congress of mayors, the development of climate scenarios and type of intervention strategies, including the decisions on financing climate change through the national, departmental and local budgets.
- ❖ The project generated strong links with departmental levels and emphasized these policies, including promoting the newly created institutions (cabinets of Climate Change, Coastal Management Unit, Coastal plans, etc.). This platform will enable specific assistance, in coordination with OPP, for infrastructure with an Ecosystemic approach.
- ❖ The visibility of the project was very high at the local level, but it needs to be shared with other key players in the national government, academia and civil society.

4.b. Recommendations

Institutional Recommendations

15. The priority is to keep on training human capital on climate change, both at departmental and national levels and in the media. The State and the UN should mobilize technical and financial resources to continue and deepen training programs in climate change.
16. Continue to work on the institutionalization of the project, mainly in the representation of the State at local level (very impersonal at present, and this program has proposed a different imprint).
17. The project is highly replicable even to other countries; it is an opportunity to generate inputs for South-South cooperation (priority AUCI).
18. Expand the options of sustainability through fundraising with multi and bilateral cooperation agencies.
19. Hold the teams that have been working at the national level, taking advantage of the possibilities that the new institutional framework is being proposed with the new budgetary framework, which will be issued in December 2015²³.

Recommendations for sustainability

20. The CC should be included in regional development plans, allowing all stakeholders sharing the perception of the virtuous circle of joint work with Ecosystemic approach, ensuring the dissemination of the principles of adaptation established by the technical advice, generating replication and confidence about the work on adaptation to CC.
21. Replicate the pilot experience conducted in small towns to larger urban centers to foster horizontal cooperation towards larger cities.

²³ This recommendation is based on the resolution RM810 / 2015 July 2015 MVOTMA, Article II, that says "for such purposes, and in order to prioritize the treatment of the issue of climate change at national level, it is necessary to create temporarily - until a new structure is approved- a Technical Advisory on Climate Change - under the General Directorate of Secretariat, which will have the duties and functions of the implementation of the guidelines and policy guidelines set on Climate Change by this Ministry.

22. Spread outside the pilot areas the results of the vulnerability analysis, it provides inputs and allows measuring the perceptions of key players; the last VRA performed is still in effect (although it should be checked at the micro level).
23. Develop a homogeneous system of independent monitoring and evaluation of GEF to be used by multiple users at different levels of government, civil society and private sector, using the existing base in the SIA/SEI (System of Environmental Indicators of MVOTMA) and enrich it with information from the project at EP level and the specific studies conducted by the Uruguayan scientific apparatus.

Operational recommendations

24. The production of new communication inputs by MVOTMA is recommended, and by DINAMA in particular. They should also include major events such as a closing event to enable stakeholders to reflect on the achievements of the project, including multilateral agencies that might be interested in supporting further project actions.
25. It is recommended to generate new projects focused on subnational level and for providing for the management of local infrastructure (e.g sidewalks to cushion the effects of the rain) leveraging the OPP initiatives that target this level of government.
26. It is important to extend the results of the vulnerability assessment outside the pilot areas, since it would provide valuable inputs and rank the perceptions of key stakeholders with ease. The last VRA performed is still valid (although it should be checked at the micro level) and its use is recommended to define new areas of intervention.
27. As is a synergistic process, beach gain or decrease in the degree of loss of beach can be measured, generating a mixed indicator. Measurement is recommended to reduce the stall speed or both at once, rather than measuring only the level of recovery.
28. Keep on measuring beach profiles. In each measurement, a frequency of 15-20 days is suitable. If there is an extreme event (wind, tide, rain) an ad hoc measurement should record the event. It could also be recommended to set representative points throughout the Uruguayan coast in the medium and long term and a set of measurements focused on hot spots (greater vulnerability). The universe of monitoring points may be only one but the important thing is to have clear focus to get information for short, medium and long-term management (national adaptation strategy).

4.c. Lessons Learned

1. Field projects generate community commitment and mobilization of human and financial resources from all levels of government and the community.
2. The contribution of scientific apparatus can be used to assist in adaptation to climate change at micro levels, transmitting scientific concepts clearly and easy to understand.
3. Collaboration with local levels make easier to translate complex scenarios in pilot experiences.
4. Projects with a clear vocation of coordination between different levels of government and the community collaborate with a deepening understanding of climate change, which are often very abstract for the people, whose behavior can be modified after adaptation.
5. Adaptation guidelines should be adequately explained so that all stakeholders can replicate with very low cost.

6. The support provided by the project to the discussion of laws, guidelines and standards at various levels (protocols, ordinances, etc.) is of great relevance for key political players.
7. The project is replicable in other geographical areas, which require protection of biodiversity and adaptation to climate change, such as rivers and streams.
8. The project was conducted in a participatory and consultative process with the inhabitants of the pilot areas, generating a high level of support, legitimacy and ownership and facilitating the replication of the process in other areas.

ANNEXES

ANNEX I: TERMS OF REFERENCE

Project: Implementing Pilot Climate Change Adaptation Measures in Coastal Areas of Uruguay

International Consultant for the Final Evaluation

INTRODUCTION

In accordance with the policies and procedures of M&E of GEF and UNDP, all MSPs supported by UNDP and funded by GEF should undergo a final assessment once the implementation is complete. These terms of reference (TOR) establish the completion of a Final Evaluation (EF) of the *Project: Implementing Pilot Climate Change Adaptation Measures in Coastal Areas of Uruguay* (PIMS 3690 - URU/07/G32).

The main dimensions to be evaluated are the following:

SUMMARY TABLE

Project Title		Implementation of Climate Change Adaptation measures in coastal areas of Uruguay			
GEF Project number	57911			<u>Initial allocation (USD)</u>	<u>Final allocation (USD)</u>
UNDP Project Number	URU/07/G32	GEF (cash)		975.000	975.000

Country	Uruguay	Government of Uruguay (Funds from AECID):	24.232	24.700
		Government of Uruguay	215.000	215.000
Region	Latin America	IA/ExA		
Area	Environment	Government (in-kind)	1.513.200	1.908.941
		UNDP (in-kind)	170.000	170.000
		Municipality of Canelones (co-financing)	1.000.000	1.000.000
Operational Program	Climate Change SPA	<i>Total Co-financing</i>	<i>2.683.200</i>	<i>3.318.641</i>
Execution Agency	National Environment Directorate	Total funding:	3.897.432	4.293.641
Other stakeholders	Coastal Departments	Start date:	March 2008	
		Date of closure (Operational):	December 2015	

SCOPE AND BACKGROUND

The coastal area of Uruguay is crucial to national development, comprising almost 80% of the GDP. From an ecological point of view, Uruguay's marine domain is a complex mosaic of interacting ecosystems in the La Plata River estuary and adjoining maritime front, with high habitat diversity, including sandy beaches, cliffs, rocky cape, wetlands and coastal lagoons and high species biodiversity particularly of migratory bird species. Some policies, projects, and programmes implemented to date have focused on addressing problems within a framework that essentially assumes "unchanging" climatic conditions even though Uruguay has considerable exposure to climatic risks. Thus, under climate change scenarios, baseline measures to conserve coastal ecosystems will not be sufficient. The coping range of key coastal ecosystems will be exceeded and considerable losses of globally significant biodiversity and coastal assets can be expected.

The Government of Uruguay is implementing since June 2008 the project URU/07/G32-Implementing Pilot Climate Change Adaptation Measures in Coastal Areas of Uruguay. It will contribute to remove the current barriers to adaptation by putting in place adaptive land planning and coastal management policies and practices to enhance the resilience of Uruguay's coastal ecosystem to climate change. To achieve this, the project will deliver the following outcomes: i) incorporate climate-change risks into national land-use processes and key sectoral regulations governing coastal areas; ii) pilot at the local level specific policies and measures that can be included in current land-use planning processes to protect those coastal ecosystems that are particularly vulnerable to climate-change and that are important for biodiversity conservation; and, iii) capture lessons from this project and facilitate replication in other parts of Uruguay's coastline which will also likely be affected by climate change.

The project is being implemented with funding provided by the Global Environment Facility (GEF), the UNDP Uruguay Country Office and an in-kind contribution from the Government of Uruguay (GoU) and two Municipal Governments (Canelones and Rocha). The GoU entity responsible for the project is the Climate Change Division (CCD) housed in the National Environment Directorate (DINAMA), which is part of the Ministry of Housing, Territorial Regulation and Environment (MVOTMA).

The project has identified and implemented a set of climate change adaptation measures in coastal areas of Uruguay to increase the resilience of coastal ecosystems to climate change delivering benefits for globally significant biodiversity and for national development. This year based on the results from the implementation phase the National Adaptation Plan process in Coastal Areas of Uruguay (NAP-Uru) will be initiated. Through the implementation of the NAP process, Uruguay will address their medium- and long-term adaptation needs, will consolidate overall adaptation activities to ensure continuity in planning and in this way contribute to learning about how to manage multiple stress factors.

These Terms of Reference (TOR) seek to define an international consultancy that would provide support to the NAP-Uru activities.

EVALUATION APPROACH

An approach for performing general¹ final evaluations of projects supported by UNDP and the GEF has been developed. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the Guidance for conducting terminal evaluations of UNDP-supported, GEF-financed projects²⁴.

The evaluator is expected to complete and submit a set of questions covering each of the above criteria as part of an evaluation inception report in consultations with UNDP Country Office, the project team and the GEF/UNDP Regional Technical Advisor, and shall include it as an annex to the final report.

The evaluation should provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach to ensure close involvement of government counterparts, in particular the Operational Coordination Center of GEF, UNDP Country Office, the project team, the Regional Technical Advisor of GEF/UNDP and key stakeholders. The evaluator is expected to conduct a field mission to Uruguay, including the following project sites:

- UNDP Headquarters
- Project Headquarters, Climate Change Division
- National Directorate of Environment
- At least one of the pilot sites of the project

The detailed schedule of the field mission will be developed during the inception stage when the evaluators design the evaluation methodology and approach.

Interviews will be held with the following organizations and individuals at a minimum:

- UNDP Resident Representative
- Policy and Programs Unit of UNDP
- National Director of Environment
- Director of Climate Change Division
- Project Coordinator
- Technical Project Team
- Technical teams of the Coastal Departments
- Technical and academic teams

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual Progress Report (APR), IAP / annual IEP and other reports, project budget revisions, quarterly progress reports, national strategic and legal documents, and any other materials that the evaluators consider useful for this evidence-based assessment.

²⁴ <http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>. For more information on evaluation methods, refer to the Manual on planning, monitoring and evaluation of development outcomes, Chapter 7, p. 163

CRITERIA AND SCORING

The assessment will be conducted on the project performance, compared with expected results set in the logical framework and results framework, which provide performance and impact indicators for project implementation, together with the means of verification. The evaluation minimally covers the following criteria: relevance, effectiveness, efficiency, sustainability and impact. The ratings must be provided in accordance with the following performance criteria.

Performance criteria			
1. M&E	<i>Ratings</i>	2. IA and EA execution	<i>Ratings</i>
M&E formulation		UNDP quality	
M&E plan execution		Quality of performance: implementing agency	
General quality of M&E		Overall quality of implementation	
3. Results	<i>Ratings</i>	4. Sustainability	<i>Ratings</i>
Relevance		Financial	
Effectiveness		Socio-political	
Efficiency		Institutional framework and governance	
General quality of results achievement		Environmental	
		Sustainability likelihood	

BUDGET

The evaluation shall assess key financial aspects of the project, including the level of execution. Data on costs and project financing will be required, including annual costs. The differences between planned resources and execution level shall be explained. The results of recent financial audits should be considered, if available. The Evaluator will receive assistance from the Country Office (CO) and Project Team to complete the following table of co-financing, to be included in the final evaluation report data.

Co-financing (Kind/source)	UNDP (USD)		Government (USD)		Partner agency (USD)		Total (Millions of USD)	
	Planned	Executed	Planned	Executed	Planned	Executed	Planned	Executed
Grant								
Loan								
• In-Kind								
• Other								
Total								

INTEGRATION

Projects supported by UNDP and funded by the GEF are key components in UNDP country programming, as well as in regional and global programs. The evaluation will assess the extent to which the project was integrated with other UNDP priorities, including poverty reduction, improved governance, prevention and recovery from natural disasters and gender.

IMPACT

The Evaluator will assess the extent to which the project is achieving impacts or is progressing towards achieving impacts. The key results that should be reached in the assessments include whether the project demonstrated: a) verifiable improvements in the ecological status, b) verifiable reductions in stress of ecological systems, and / or c) demonstrated progress towards achieving these impacts.

CONCLUSIONS, RECCOMENDATIONS AND LESSONS LEARNED

The evaluation report should include a chapter that provides a set of conclusions, recommendations and lessons learned.

IMPLEMENTATION ARRANGEMENTS

The primary responsibility for managing this evaluation lies in UNDP CO in Uruguay. UNDP CO will contract the evaluators and together with the Project team will coordinate travel arrangements within the country for the evaluation team. The Project Team is responsible for keeping in touch with the evaluation team to hold interviews, arrange field visits, coordinate with the Government, etc.

TERM OF THE EVALUATION

The total duration of the assessment is 20 days according to the following schedule:

Activity	Period	Term
Inception phase	2 days	2 weeks after signing the contract
Field mission	7 days	Date to be agreed with CO and Equipment
English report draft	9 days	Within three weeks since the field mission
Final English draft	2 days	Within 1 week after receiving UNDP comments on the draft

FINAL OUTPUTS OF THE EVALUATION

The evaluator is expected to achieve the following outputs:

Final results	Content	Term	Responsibilities
Inception report	The evaluator provides clarification on terms and methods	No more than two weeks before the field mission	The evaluator presents it to the UNDP CO
Presentation	Initial results	End of field mission	To the project management, UNDP CO

Draft of final report in English	Full final report with annexes	Within 3 weeks from the field mission	Sent to the CO, received by ATR, the PCU, the GEF CCO.
Final Report in English	Revised Report	Within 1 week after receiving UNDP comments on the draft	Sent to the CO to be loaded on the UNDP ERC

EVALUATION TEAM

The evaluation team will consist of **one international evaluator**. The consultants should have prior experience in evaluating similar projects. It is an advantage to have experience in projects funded by the GEF. Selected assessors must not have participated in the preparation or execution of the project and should have no conflict of interest with project related activities.

The consultant must meet the following qualifications:

- University graduate, preferably with a postgraduate degree in matters related to the CfP.
- Relevant professional experience of at least 5 years
- Knowledge of the policies and procedures of UNDP and GEF.
- Experience in project management and monitoring and evaluation of UNDP-GEF projects, particularly in the Area of Climate Change.
- Knowledge and experience in the area of adaptation to climate change, valuing especially those related to coastal resources.
- Excellent English and Spanish is required.

ETHICAL STANDARDS

Evaluation consultants assume the highest ethical standards and must sign a code of conduct to accept the assignment. UNDP evaluations are conducted in accordance with the principles described in the 'Ethical Guidelines for assessment' of the Evaluation Group of the United Nations (UNEG).

PAYMENT SPECIFICATIONS

%	Step
10%	By signing the contract
40%	After the presentation and approval of the first draft of the final evaluation report.
50%	After approval (CO ART UNDP and UNDP) of the final evaluation report

ANNEX II: FIELD MISSION SCHEDULE

Monday 17 to Friday August 21, 2015

Montevideo, Uruguay

MONDAY 17

..... Arrival at Montevideo

14:00 Meeting with UNDP CO, Mrs. Magdalena Preve, at UNDP

15:30 Meeting with representatives of NGO Vida Silvestre and the team that performed the V&A Evaluation on vertebrates, Mr. Álvaro Soutullo, at DCC

16:30 Meeting with the project team (Luis Santos, Mariana Kasprzyk, Mónica Gómez and Inti Carro) at DCC

TUESDAY 18

7:30 Leaving Montevideo

9:00 Visit to Kiyú

11:00 Meeting with the Mayor and Head of Climate Change of San Jose

16:00 Visit to Santa Ana, Colonia and meeting with representatives of the Commission of Promotion of Santa Ana

20:00 Arrival at Montevideo

WEDNESDAY 19

Meetings with several stakeholders:

10:00 Operational Focal Point of GEF, Pablo Montes, at DCC

13:00 Representative of the Working Group on Climate Change and Metropolitan Agenda of Canelones, Ethel Badin, in Edificio Mercosur

14:30 Member of the team working on climate change scenarios and modeling of saline front, Gustavo Nagy, at DCC

16:00 General coordinator and consultant of the development program and management of decentralization and public investment OPP, Artigas and Alicia Leonardo Seijo in Torre Ejecutiva

17:00 Deputy Technical Director of SINAE, Paul Brugnoni in Edificio Mercosur (it was replaced with data obtained in a previous interview for ERD)

18:00 Environmental NGOs Network, Graciela Salaberri, en Edificio Mercosur

THURSDAY 20

9:00 Coordinator of the National System of Response to Climate Change, Ramón Méndez, at DCC

10:00 Team project at DCC

13:30 Lunch with Aldo Garcia, Deputy Representative of UNDP

FRIDAY 21

9:00 SNAP Coordinator, Guillermo Scarlato, at DCC

10:30 Final meeting with the project team and UNDP, the initial results of the evaluation were presented at DCC

TUESDAY 25

13:30 Coordinator of the Master in Coastal Management and the team that prepared the Protocol for the opening of the barra de Laguna de Rocha, Daniel Conde, by phone (099343715)

JUEVES 26 Skype interview with Joana Troyano, Panama GEF Office



ANNEX III: List of interviews

Institution	Province/City	Name and title of respondent	Date	Place
UNDP	Montevideo	Magdalena Preve	17/08	UNDP
NGO Vida Silvestre	Montevideo	Alvaro Soutullo, responsible of Evaluation V&A of vertebrates	17/08	DCC
DCC	Montevideo	Luis Santos, team	17/08	DCC
DCC	Montevideo	Mariana Kasprzyk, team	17/08	DCC
DCC	Montevideo	Mónica Gómez, team	17/08	DCC
DCC	Montevideo	Inti Carro, team	17/08	DCC
Department of San José	San José	Mayor of San Jose, José Luis Falero And CC Cabinet of San José, Silvia Lorete Nicolas Roquero (Department of Architecture) Jose Carlos Bisensang (General Directorate and Environmental Management) Mercedes Antia (General Directorate of Development) Eduardo Rapetti (Agency of Development)	18/08	San José
Commission for the Promotion of Santa Ana	Santa Ana	Representatives of the CfP	18/08	Santa Ana
GEF	Montevideo	Pablo Montes	19/08	DCC
Municipality of Canelones	Montevideo	Ethel Badin, Representative of the Working Group on Climate Change and Metropolitan Agenda of Canelones	19/08	Edificio Mercosur
UDELAR	Montevideo	Gustavo Nagy, Member of the team working on climate change scenarios and modeling of saline front	19/08	DCC
Directorate of decentralization and public investment OPP	Montevideo	Alicia Artigas y Leonardo Seijo, General coordinator and consultant of the development program and management of decentralization and public investment OPP	19/08	Torre Ejecutiva
Environmental NGOs Network	Montevideo	Graciela Salaberri, Environmental NGOs Network	19/08	Edificio Mercosur
National System of Response to Climate Change	Montevideo	Coordinator of the National System of Response to Climate Change, Ramón Méndez		

ANNEX IV: Summary of field mission

Visits to places of execution of project activities

Visits were made in San Jose and Colonia, two of the six coastal departments involved (Colonia, San José, Montevideo, Canelones, Maldonado and Rocha). We also visited specific locations of the pilot initiative as Kiyú and Santa Ana, which included meetings with government areas responsible of climate change (e.g. Climate change Cabinet of San Jose) and high-level officials of the Departments (the Mayor of San Jose and several departmental directors). Interviews with key stakeholders and staff of municipalities and local governments, as well as civil society, were conducted in order to observe the achievements in the field (Annexes). In the Department of San Jose, along with the city of San Jose, we visited the *Balneario* of Kiyú and in the Department of Colonia the *Balneario* of Santa Ana, in which a council member of Juan Lacase demonstrated interest in replicating the experience. In Kiyú the analysis included captors using fences, use of natural materials for the fences, selective logging and replacement with natural species and the successful modification of the environment and, in general, good practices documented and perceived by users of the *parador*. In the case of Santa Ana, the visit was accompanied by the local Development Commission, composed of permanent and non-permanent residents. They demonstrated their belief in the recovery of the dunes, the memory of childhood captured and brought back by collective action, applied with a clear and understandable for all model.

ANNEX V: list of documents revised by the evaluator

3690 Uruguay MSP Adaptation
3690 Uruguay Prodoc Adaptation
URU 07 G32 Annual Report 2008
URU 07 G32 Annual Report 2009
URU 07 G32 Annual Report 2010
URU 07 G32 Annual Report 2011
URU 07 G32 Annual Report 2012
URU 07 G32 Annual Report 2013
URU 07 G32 Annual Report 2014
PIR 2009
PIR 2010
PIR 2011
PIR 2012
PIR 2013
PIR 2014
Board Minutes of EcoPlata/Project August 2008
Executive Board Minutes EcoPlata/Project December 2008
Executive Board Minutes EcoPlata/ Project December 2011
Project Steering Committee Minutes November 2012
Presentation meeting of National Expanded System of Response to CC, October 2013
Project Steering Committee Minutes July 2014
Video on Adaptation to Climate Change in the Coastal Zone

ANNEX VI: Matrix Evaluation Questions (version 24/7/15)

Evaluation criteria - Questions		Indicators	Sources	Methodology
Relevance:				
	To what extent is the Project aligned with the priorities, policies and national strategies for reducing the impact of climate change on coastal areas?	<ul style="list-style-type: none"> - Quality of design. -Extent of alignment with national interests and priorities. - Number of new policies aimed at reducing the effects of climate change on coastal areas. 	<ul style="list-style-type: none"> -Documents Produced by the project. -Documentation Produced by the beneficiaries - Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAIE, National Naval Prefecture. PFO GEF) -Network of environmental NGOs and F. Vida Silvestre - Coastal Departments (Colonia, San José, Canelones, Montevideo, Maldonado, Rocha), - Municipalities, civil society 	<ul style="list-style-type: none"> -Documents revision -In-depth interviews - Focus groups
	<p>And with regard to local needs?</p> <p>Has there been an assessment of their needs?</p>	<ul style="list-style-type: none"> - Extent to which activities are tailored to local priorities 	<ul style="list-style-type: none"> - Documents produced by the project. - Local government and civil society actors. - Network of environmental NGOs and F. Vida Silvestre 	<ul style="list-style-type: none"> -Documents revision -In-depth interviews - Focus groups - Field mission
	Do you think that there have been changes in land management to meet the project goal? (Reduce the vulnerability of coastal ecosystems to climate change in Uruguay).	<ul style="list-style-type: none"> - Extent to which changes have been implemented in land management to meet the Project goal. 	<ul style="list-style-type: none"> - Documents produced by the project. - Regulatory Analysis of Land Use Law -Local stakeholders (SNAP, DINOT, 	<ul style="list-style-type: none"> - In-depth interviews with qualified informants on the issue of land use - Assessments on the status of

			DINAMA, Municipalities)	land use.
	Do you think that objectives and expected results have been realistic and concrete?	- Extent to which activities were relevant to achieve the expected results.	<ul style="list-style-type: none"> -Documents Produced by the project. -Documents Produced by the beneficiaries - Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAE, National Naval Prefecture. PFO GEF) - Municipalities, civil society 	<ul style="list-style-type: none"> -Documents revision -In-depth interviews - Focus groups - Field mission
Effectiveness				
	To what extent do you think that the project has achieved the desired objectives?	- Extent to which results and objectives have been achieved (% and non numeric scoring)	<ul style="list-style-type: none"> -Documents Produced by the project. -Documents Produced by the beneficiaries - Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAE, National Naval Prefecture. PFO GEF) - Municipalities, civil society 	<ul style="list-style-type: none"> -Documents revision -In-depth interviews - Focus groups - Field mission
	What are the key results achieved?	-Indicators of Perception of results achieved by the project stakeholders (scoring)	<ul style="list-style-type: none"> -Documents Produced by the project. -Documents Produced by the beneficiaries - Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAE, National Naval Prefecture. PFO GEF) - Municipalities, civil society 	<ul style="list-style-type: none"> -Documents revision -In-depth interviews - Focus groups - Field mission

	<p>What were the strengths and weaknesses of the implementation of the project?</p>	<p>Identification of factors that affect the achievement of results.</p> <p>Identification of factors that have led to the achievement of results.</p> <p>SWOT-analysis result according to the Logical Framework (LF)</p>	<p>-Documents Produced by the project.</p> <p>-Documents Produced by the beneficiaries</p> <p>- Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAIE, National Naval Prefecture. PFO GEF)</p> <p>- Municipalities, civil society</p>	<p>-Documents revision</p> <p>-In-depth interviews to key informants</p> <p>- Focus groups</p> <p>- Field mission</p>
	<p>What were the factors that have influenced the achievement of results?</p> <p>What were the factors that have impeded the achievement of results?</p>	<p>-Factors that influenced the performance of indicators established in the LF.</p> <p>- Factors established by triangulation of documentary information and interviews and focus groups.</p>	<p>-Documents Produced by the project.</p> <p>-Documents Produced by the beneficiaries</p> <p>- Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAIE, National Naval Prefecture. PFO GEF)</p> <p>- Municipalities, civil society</p>	<p>-Documents revision</p> <p>-In-depth interviews to key informants</p> <p>- Focus groups</p> <p>- Field mission</p>
Efficiency				
	<p>In your opinion, to what extent the project has used well his human/financial resources?</p>	<p>-Availability and quality of financial progress reports.</p> <p>-Use of monitoring tool for GEF resources.</p>	<p>-Documents Produced by the project.</p> <p>-Documents Produced by the beneficiaries</p> <p>- Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAIE, National Naval Prefecture. PFO GEF)</p> <p>- Municipalities, civil society</p>	<p>-Documents revision</p> <p>-In-depth interviews to key informants</p>

	What monitoring and evaluation mechanisms have been established to ensure efficiency?	<p>Quality of M&E to improve project management, type of information collected.</p> <p>Use of GEF tools.</p>	<p>-Documents Produced by the project.</p> <p>-Documents Produced by the beneficiaries</p> <p>- Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAE, National Naval Prefecture. PFO GEF)</p> <p>- Municipalities, civil society</p>	<p>-Documents revision</p> <p>-In-depth interviews to key informants</p> <p>- Focus groups</p>
Sustainability				
	To what extent do you think the benefits of the project were sustainable? (To be maintained over time)	Signed inter-agency agreements to ensure the sustainability of project results.	<p>-Documents Produced by the project.</p> <p>-Documents Produced by the beneficiaries</p> <p>- Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAE, National Naval Prefecture. PFO GEF)</p> <p>- Municipalities, civil society</p>	<p>-Documents revision</p> <p>-In-depth interviews to key informants</p> <p>- Focus groups</p>
	What factors support it? What factors hinder it?	<p>-Existence of institutional sustainability and/or financial strategy</p> <p>-Participation of key stakeholders in the sustainability strategy as through agreements and regulations.</p>	<p>-Documents Produced by the project.</p> <p>- Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAE, National Naval Prefecture. PFO GEF)</p> <p>- Municipalities, civil society</p>	<p>-Documents revision</p> <p>-In-depth interviews to key informants</p> <p>- Focus groups</p>
	What measures related to the areas of the project have been	Commitment of stakeholders to	-Documents Produced by the project.	-Documents revision

	institutionalized to ensure sustainability of activities/achievements?	support the achievement of the project, measured through documents and public statements.	<ul style="list-style-type: none"> - Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAIE, National Naval Prefecture. PFO GEF) - Municipalities, civil society 	<ul style="list-style-type: none"> -In-depth interviews to key informants - Focus groups
Impact:				
	Was there any influence of assumptions and risks considered in the project design, implementation and on fulfillment of the goals?	<ul style="list-style-type: none"> -Analysis of the evidence of possible threats defined as assumptions and risks in LF project. -Identification of emerging unforeseen threats. 	<ul style="list-style-type: none"> -Documents Produced by the project. -Documents Produced by the beneficiaries - Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAIE, National Naval Prefecture. PFO GEF) - LF matrix 	<ul style="list-style-type: none"> -Documents revision -In-depth interviews to key informants
	Was there any (positive / negative) unexpected effect as a result of project implementation?	<ul style="list-style-type: none"> - Change in the use and application of sustainable livelihoods. Analysis of effects on populations in critical / vulnerable groups. 	<ul style="list-style-type: none"> -Documents Produced by the project. -Documents Produced by the beneficiaries - Key-actors 	<ul style="list-style-type: none"> -Documents revision -In-depth interviews to key informants - Focus groups
	Has CC risk for coastal areas been integrated in the plans and projects for the conservation of biodiversity?	Integration of CC risk in plans and projects to conserve biodiversity, particularly in coastal areas.	<ul style="list-style-type: none"> -Documents Produced by the project. -Documents Produced by the beneficiaries - Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAIE, National Naval Prefecture. PFO GEF) 	<ul style="list-style-type: none"> -Documents revision -In-depth interviews to key informants - Focus groups

			- Municipalities, civil society	
	Were there changes in local support for the implementation of measures and strategies for adapting coastal areas to climate change?	Specific normative and allocation of local resources regarding the implementation of measures and strategies to adapt to climate change impacts in coastal areas.	<ul style="list-style-type: none"> -Documents Produced by the project. -Documents Produced by the beneficiaries - Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAIE, National Naval Prefecture. PFO GEF) - Municipalities, civil society 	<ul style="list-style-type: none"> -Documents revision -In-depth interviews to key informants
	Is there commitment of communities and pilot groups to keep on adaptation measures in coastal areas to climate change?	Awareness-campaigns and other pieces of social communication about climate change and measures to protect coastal areas key players, including the final beneficiaries.	<ul style="list-style-type: none"> -Documents Produced by the project. -Documents Produced by the beneficiaries - Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAIE, National Naval Prefecture. PFO GEF) - Municipalities, civil society 	<ul style="list-style-type: none"> -Documents revision -In-depth interviews to key informants
	Have you observed improvements in the ecological status of coastal areas? Which ones?	Analysis of other concurrent projects and information collected on changes from LB.	<ul style="list-style-type: none"> -Documents Produced by the project. -Documents Produced by the beneficiaries - Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAIE, National Naval Prefecture. PFO GEF) -Network of Environmental ONG and F Vida Silvestre 	<ul style="list-style-type: none"> -Documents revision -In-depth interviews to key informants - Focus groups
Visibility				

	<p>How the activities of the project were disseminated?</p> <p>Who reached these actions?</p>	<p>Mode and scope of dissemination and communication of project activities.</p>	<p>-Documents Produced by the project.</p> <p>-Documents Produced by the beneficiaries</p> <p>- Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAIE, National Naval Prefecture. PFO GEF)</p> <p>- Municipalities, civil society</p>	<p>-Documents revision</p> <p>-In-depth interviews to key informants</p> <p>- Focus groups</p>
Replicability				
	<p>Do you think the project is applicable to other coastal areas of Uruguay, considering that the results obtained may be similar?</p>	<p>Evaluations of disrepair of other coastal areas.</p> <p>Evaluations of geographical similarities with the coastal areas where the project was implemented.</p>	<p>-Documents Produced by the project.</p> <p>-Documents Produced by the beneficiaries</p> <p>- Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAIE, National Naval Prefecture. PFO GEF)</p> <p>-Network of Environmental ONG and F Vida Silvestre</p>	<p>-Documents revision</p> <p>-In-depth interviews to key informants</p> <p>- Focus groups</p>
CC mainstreaming				
	<p>Could you give examples of your daily actions?</p>	<p>Examples of the incorporation of CC mainstreaming into activities/institutions documented by each key actor.</p>	<p>-Documents Produced by the project.</p> <p>-Documents Produced by the beneficiaries</p> <p>- Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAIE, National Naval Prefecture. PFO GEF)</p> <p>- Municipalities, civil society</p>	<p>-Documents revision</p> <p>-In-depth interviews to key informants</p> <p>- Focus groups</p>

	<p>Is there any issue that has not been covered, but you consider important to be addressed?</p>	<ul style="list-style-type: none"> -Issues not addressed and to be considered by next steps on climate change issues. -Citizens' perception on climate change, deterioration of the environment. -Credibility of the activities developed by the project 	<ul style="list-style-type: none"> -Documents Produced by the project. -Documents Produced by the beneficiaries - Key-actors (UNDP, GEF, SNAP, MVOTMA, DINAMA, DINOT, UDELAR, PROBIDES, Climate Change Division, SINAE, National Naval Prefecture. PFO GEF) - Municipalities, civil society -Network of Environmental ONG and F. Vida Silvestre 	<ul style="list-style-type: none"> -Documents revision -In-depth interviews to key informants - Focus groups
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ANNEX VII: Sample of questionnaire and summary of results

Date:

Respondent:

1. Relevance

1.a. To what extent is the Project aligned with the priorities, policies and national strategies for reducing the impact of climate change on coastal areas?

1.b. ¿And about local needs? ¿Has a need assessment been realized?

1.c. Do you think that there have been **changes in land management** to meet the project goal? (Reducing the vulnerability of coastal ecosystems to climate change in Uruguay).

1.d. Do you think that objectives and expected results have been realistic and concrete?

2. Effectiveness

2. a. To what extent do you think that the project has achieved the desired objectives?

2.b. What are the key results achieved?

2.c. What were the strengths and weaknesses of the implementation of the project?

2.d. What were the **factors** that have influenced the achievement of results?

What were the **factors** that have impeded the achievement of results?

3. Efficiency

3.a. In your opinion, to what extent the project has used well his human/financial resources?

3.b. What monitoring and evaluation mechanisms have been established to ensure efficiency?

4. Sustainability

4.a. To what extent do you think the benefits of the project were sustainable? (to be maintained over time)

4.b. What factors support it? What factors hinder it?

4.c. What measures related to the areas of the project have been institutionalized to ensure sustainability of activities/achievements?

5. Impact

5.a. Was there any influence of assumptions and risks considered in the project design, implementation and on fulfillment of the goals?

5.b. Was there any (positive / negative) unexpected effect as a result of project implementation?

5.c. Has CC risk for coastal areas been integrated in the plans and projects for the conservation of biodiversity?

5.d. Were there changes in local support for the implementation of measures and strategies for adapting coastal areas to climate change?

5.e. Is there commitment of communities and pilot groups to keep on adaptation measures in coastal areas to climate change?

6. Visibility

6.a. How the activities of the project were disseminated?

Who reached these actions?

7. Replicability

7.a. Do you think the project is applicable to other coastal areas of Uruguay, considering that the results obtained may be similar?

8. CC mainstreaming

8.a. Could you give examples of your daily actions?

8.b. Is there any issue that has not been covered, but you consider important to be addressed?

ANNEX VIII: Agreement Form and Code of Conduct of the evaluator

Evaluators:

1. They must present complete and fair information in its assessment of strengths and weaknesses, so that the decisions or measures taken have a strong background.
2. All assessment must disclose results along with information about its limitations, and allow access to this information to all those that have expressed legal rights to receive the results.
3. They must protect the anonymity and confidentiality of informants. They should provide maximum notice, minimize demands on time, and respect the right of people not to participate. Evaluators must respect the right of individuals to provide information in confidence and ensure that sensitive information cannot be traced.
4. Sometimes, they should reveal evidence of violations when conducting evaluations.
5. These cases must be reported discreetly to the agency investigation. Evaluators should consult with other relevant entities when there is doubt as to whether certain matters should be reported and how.
6. They should be sensitive to beliefs, manners and customs and act with integrity and honesty in relations with all stakeholders. According to the Universal Declaration of Human Rights of the UN, evaluators must be sensitive to issues of discrimination and gender equality, and address such issues. They should avoid offending the dignity and self-esteem of those with who they are in contact in the course of the evaluation. Because we know that the evaluation could adversely affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate the purpose and results so that clearly respects the dignity and self-worth of those concerned.
7. They are responsible for their performance and their products. They are responsible for the clear, accurate and fair presentation, oral or written, of limitations, findings and recommendations of the study.
8. They should reflect solid descriptive procedures and be prudent in the use of resources.

Agreement form for application of the Code of Conduct for the evaluation in UN System²⁵

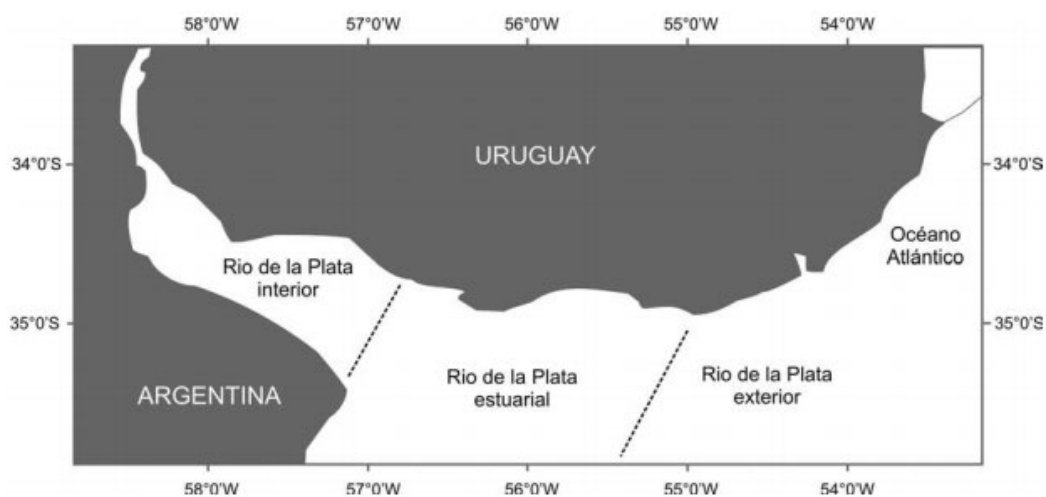
Name of the evaluator: Sandra Cesilini

I confirm that I have received and understood and will abide by the Code of Conduct for the Evaluation of United Nations.

Signature  01/08/2015

²⁵ www.unevaluation.org/unegcodeofconduct

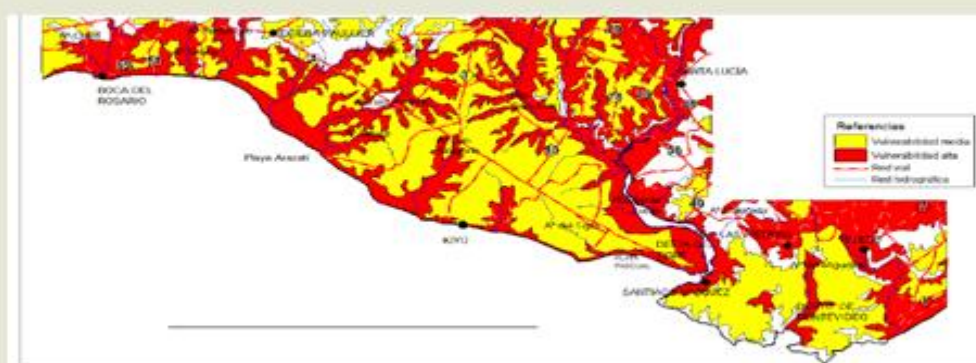
Figura 3.3
Localización de ambientes del Río de la Plata



Source:

<http://www.ambiental.net/noticias/reportes/GeoUruguayCap03.pdf>

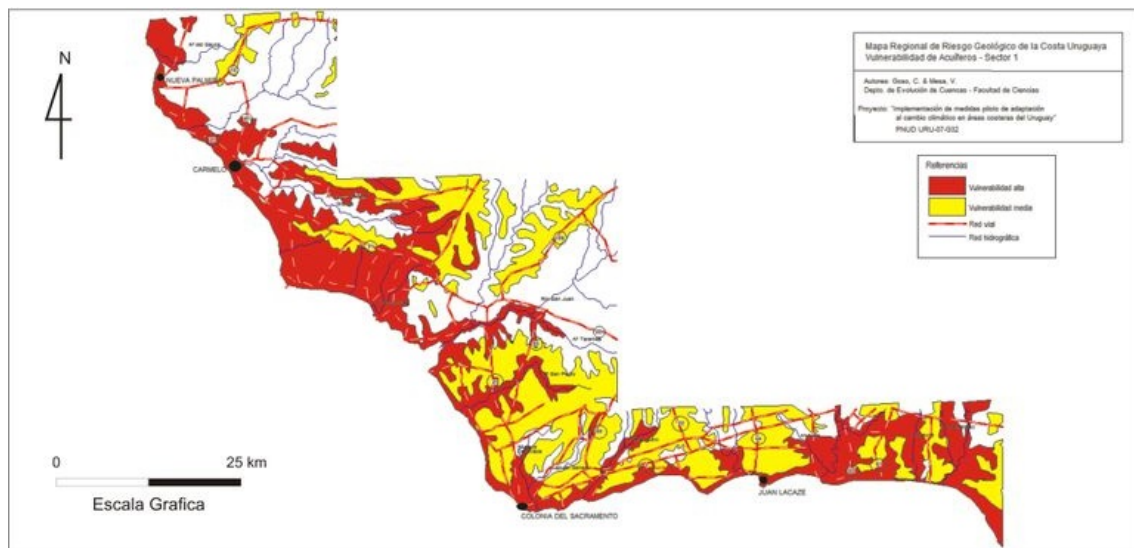
Mapa de Vulnerabilidad de Acuíferos costeros de San José

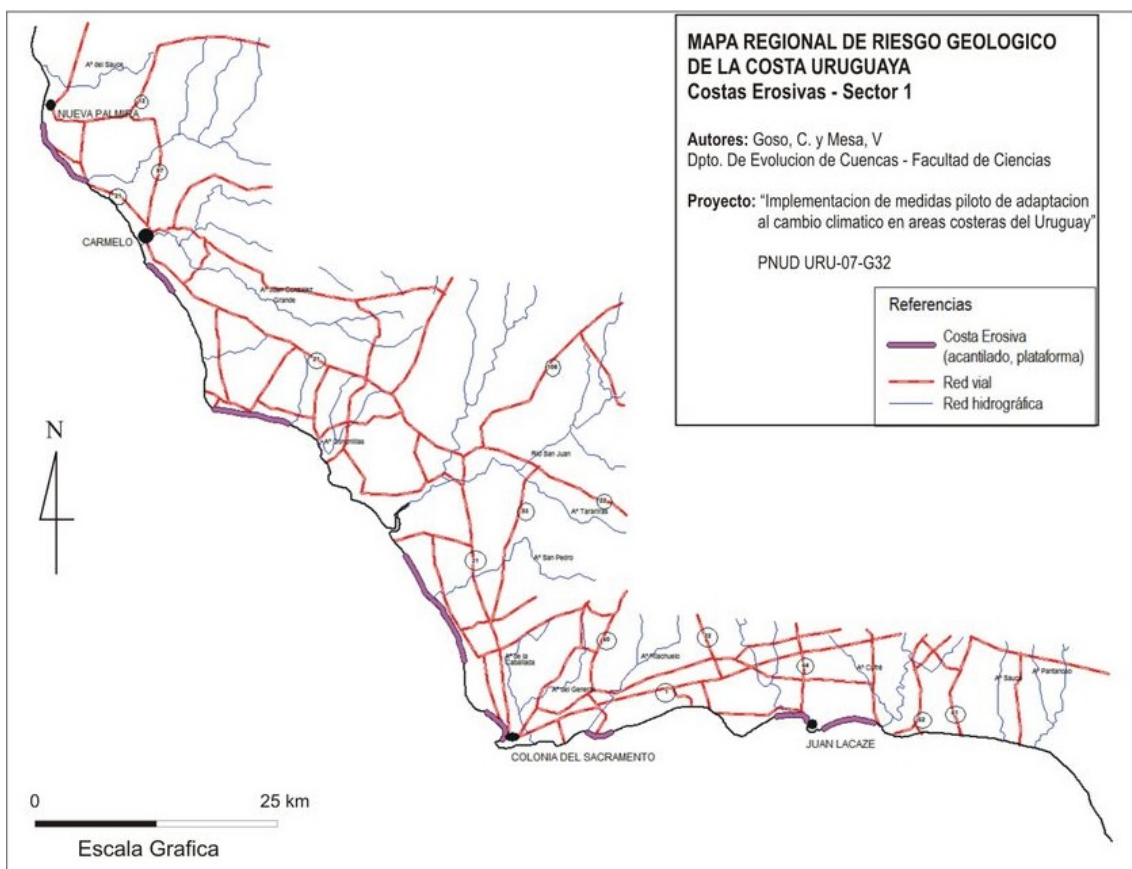
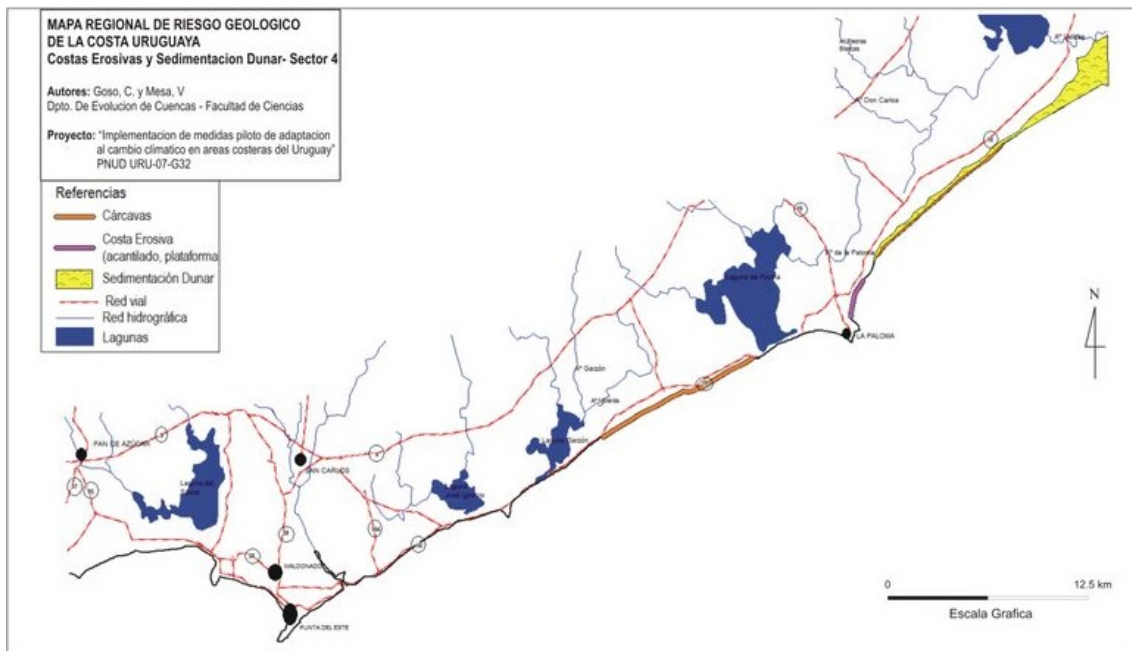


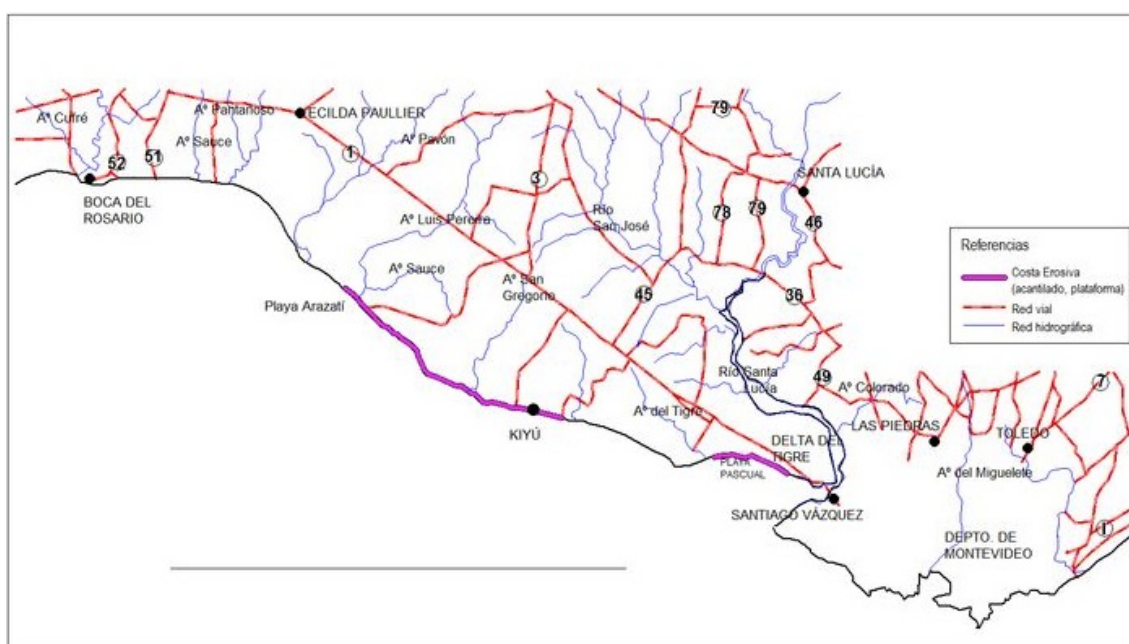
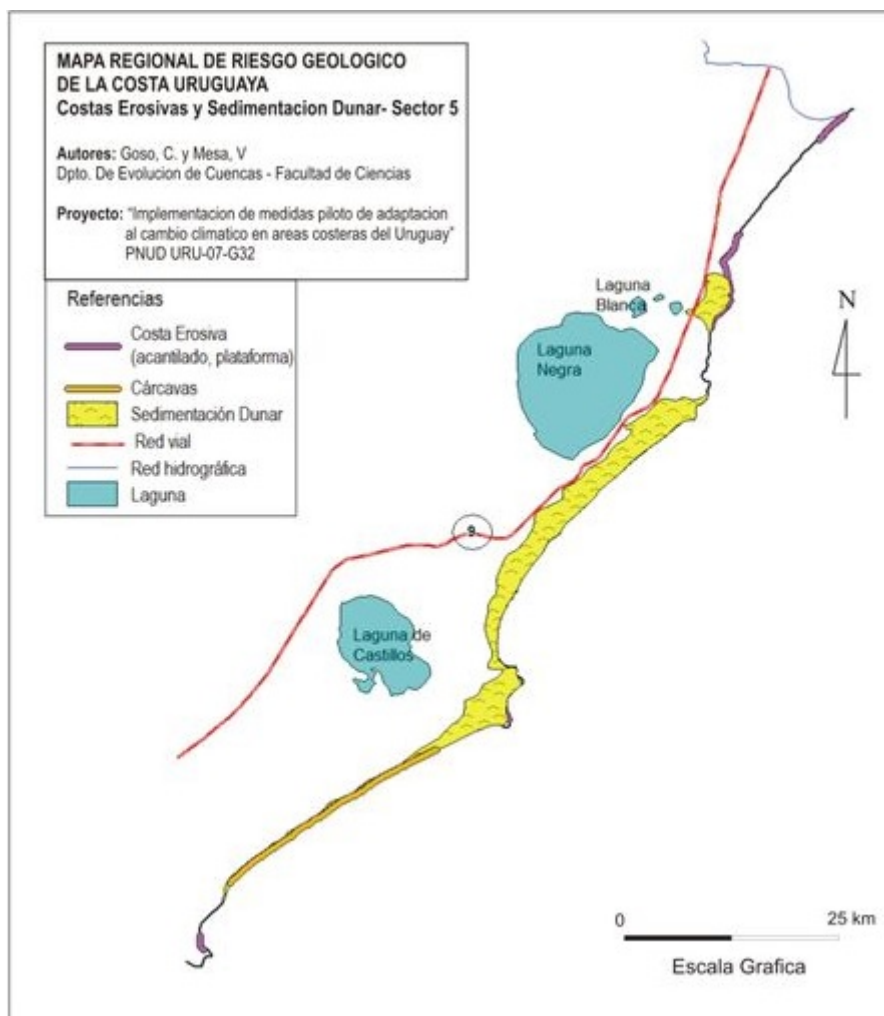
Source: "Synthesis of climate scenarios and their applications in implementing adaptation measures to climate change in coastal areas of Uruguay"

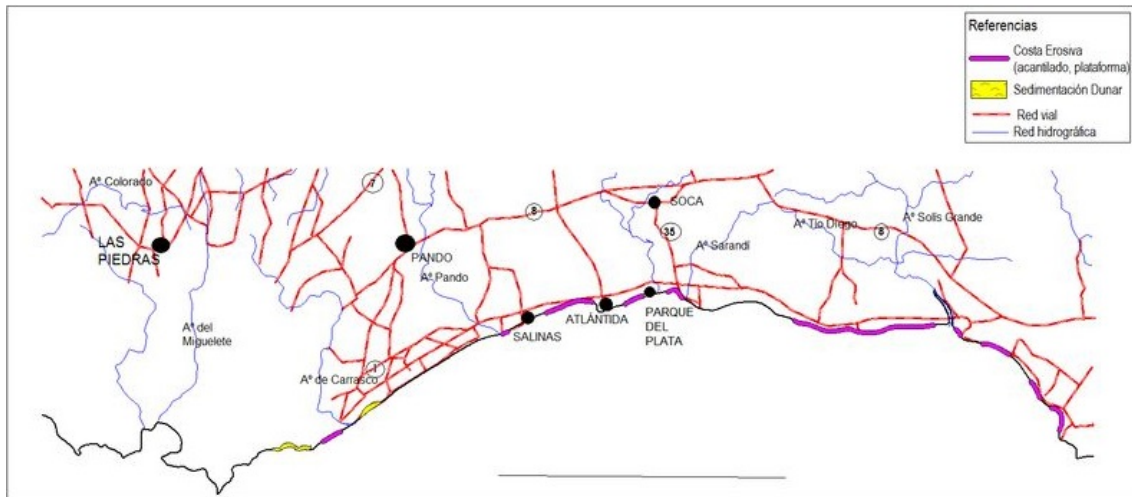


“Outcome 2 resumed”









ANNEX X: List of documents and materials produced by the project

- CCD 2011 – FACT SHEET - PROJECT UNDP-GEF URU/07/G32, “Adapting to climate change in coastal areas of Uruguay”
- CCD 2011 - FACT SHEET - PROJECT UNDP-GEF URU/07/G32 “Measuring the slope on sandy beaches”
- UCC 2011 - FACT SHEET - PROJECT UNDP-GEF URU/07/G32, “Vulnerability Reduction Assessment (VRA)”
- CCD 2013 - FACT SHEET - PROJECT UNDP-GEF URU/07/G32, “Coastal Vulnerability Index”
- CCD 2013 - FACT SHEET - PROJECT UNDP-GEF URU/07/G32, “Recovery and conservation of the coastal dune ecosystem”
- CCD 2013 - FACT SHEET - PROJECT UNDP-GEF URU/07/G32, “Adaptation measures in the pilot site: saline front”
- CCD 2011 - FACT SHEET - PROJECT UNDP-GEF URU/07/G32, “Hydro-climatic conditions and variability of the Frente Salino of the Rio de la Plata”
- CCD 2013 - FACT SHEET - PROJECT UNDP-GEF URU/07/G32, “Methodological approaches and experiences of the project”
- CCD 2011 - FACT SHEET - PROJECT UNDP-GEF URU/07/G32, “Criteria for selecting and prioritizing adaptation measures”
- CCD 2013 - FACT SHEET - PROJECT UNDP-GEF URU/07/G32, “Adaptation measures in the pilot site: Laguna de Rocha”
- Alvez, M. (2011). Map of vulnerability to coastal erosion in the Uruguayan Atlantic coast. Thesis Department of Geology, Faculty of Science, Universidad de la República.
- Carro, I., 2012. Recommendations for implementation of adaptation measures for dune recovery of Canelones. Internal project report URU/07/G32, CCD, MVOTMA.
- D. Conde, L. Rodríguez-Gallego, D. De Alava, G. Piñeiro, D. Panario, C. Chreties, S. Solari, L. Teixeira, X. Lagos, N. Verrastro, C. Cabrera, L. Nogueira, 2011. “Designing a system of decision making for the artificial opening of the barra de la Laguna de Rocha”, Report (Outcome 2), December 2011.
- De los Santos M. 2011. Updating the analysis of satellite images (Sea WIFS and MODIS) of the color fronts of Rio de la Plata in the period January 2000 to June 2011 and comparative study of typical and extreme situations. In Faculty of Sciences Report 2011, No. 2 to URU/07/G32, Climate Change Unit (UCC), MVOTMA.
- Document based on reports and presentations by Diego Lercari and Sebastian Sauco for UNDP Project URU/07/G32 in the Charter framework agreement signed between the Faculty of Science and Climate Change Unit.
- Document UCC 2012a. Identification, selection and prioritization of adaptation actions in pilot sites in coastal areas of Uruguay.
- Document UCC 2012b. Hydro climatic Conditions of the Saline Front of River Plate.
- Gómez Erache M, Conde D, Villarmarzo R 2010. Sustainability of Integrated Management of Coastal Zone of Uruguay. Connecting knowledge with action. Program EcoPlata, Uruguay.
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models and effects of winds and flow on fluctuations of sea level. No. II Report: Information on the results of the products 3, 6 and 8 of the Convention FCien–Project URU/07/G32, Montevideo.

- Guide for Journalists on Climate Change and International Negotiation, Coordination Arturo Larena / EFEverde. Secretary of State for Climate Change. Ministry of Environment and Rural and Marine Affairs. November 2009.
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- Kay, R.C., 2009. 'Implementing Pilot Climate Change Adaptation Measures in Coastal Areas of Uruguay Reviewing Project Progress to Date and Advice on Priorities for the Annual Operational Work Plan 2010', working paper of PROJECT URU/07/ G32, Perth: Coastal Zone Management Pty Ltd.
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- MVOTMA 2010. National Response Plan to Climate Change. Diagnosis and strategic guidelines. National System Response to Climate Change and Variability. Montevideo, Uruguay.
- Nagy GJ, L Seijo, M Bidegain, JE Verocai. Stakeholders' climate perception and adaptation in coastal Uruguay. Journal of Climate Change and Strategies Management. Special Issue on Lay Rationalities on Climate Change. To be published.
- Nagy GJ, M Gómez-Erache, R Kay. 2013. A risk-based and participatory approach to assessing climate vulnerability in coastal Uruguay, In: Glavovic B. et al. (eds), Climate change and the coastal zone, Chapter 16, Spon Press / Taylor & Francis.
- Nagy, GJ, M. Gomez Erache, L.Seijo, 2011. Prioritization of adaptation measures in the Uruguayan coast. Internal report URU/07/G32, Climate Change Unit, MVOTMA June 2011.
- Nagy, GJ, M.2013. Generating future climate scenarios for the central region of Uruguay based on new socioeconomic scenarios CPR, 2013.
- Rodríguez-Gallego L; Santos C, Amado S, Gorfinkel D, González MN, Gómez J, Neme C, Tommasino H, Conde D, 2009. Economic and environmental costs and benefits of the current use of the Laguna de Rocha and Cuenca: inputs for the Integrated Management of Coastal Protected Area. PDT final project report.
- Seijo L, M Bidegain, JE Verocai, GJ Nagy (to be published by Costas, N° 208). The role of stakeholders in the process of adaptation to climate threats in coastal areas of Uruguay: The case of the Laguna de Rocha.
- Seijo L. 2010. Vulnerability Reduction Assessment (VRA), report GEF project "Implementing pilot adaptation measures to climate change in coastal areas of Uruguay", Montevideo: MVOTMA Climate Change Unit (UCC) www.camboclimatico.gub.uy
- Seijo, L. 2010. Vulnerability Reduction Assessment (VRA), Internal Report project URU/07/G32, CCD, MVOTMA.
- SNAP 2010. Project of integration of Laguna de Rocha area to the National System of Protected Areas (SNAP), DINAMA, February 12, 2010
- Verocai, J, 2012. Model of minimum and maximum events of displacement of the main turbidity front and average sea level on the coast of Rio de la Plata

(2000-2009). Reporting to the Project URU/07/G32 "Implementation of pilot adaptation measures to climate change in coastal areas of Uruguay". CCD, MVOTMA.

Web Page: <http://www.mvotma.gub.uy/ambiente-territorio-y-agua/conoce/cambio-climatico/item/10003109-proyectos-asociados.html>

Video linked to the project:

1. Dune recovery experience carried out in San José, Colonia, Canelones and Maldonado as an adaptation measure to climate change in 2013.

https://www.youtube.com/watch?v=hw9VHZy9_Is

2. Projects' experiences and results so far:

<https://www.youtube.com/watch?v=XLMS3wC7r8s&feature=youtu.be>

Examples of municipal plans:

http://www.ecoplata.org/wp-content/files_mf/2010haciaunaestrategianacionalparalagestionintegradadelazonacostera20102015.pdf

San José:

<http://www.cambioclimatico.gub.uy/images/09%20Plan%20local%20de%20Ordenamiento%20Territorial%20de%20Ciudad%20del%20Plata%20-%20Lorente%20y%20Martinez.pdf> ;

Canelones:

<http://www.cambioclimatico.gub.uy/images/08%20Costa%20Plan%20y%20Cambio%20Climatico%20-%20Brenner%20Garca.pdf> ;

Rocha:

<http://www.cambioclimatico.gub.uy/images/10%20Cambio%20climtico%20y%20el%20Plan%20de%20Manejo%20del%20rea%20Protegida%20de%20Laguna%20de%20Rocha%20-%20Carro.pdf>

Campaign Dunes with no Wheels 2012 - 2013 Program EcoPlata. Support to the Integrated management of the coastal zone. EcoPlata Montevideo 2013:

http://www.ecoplata.org/wp-content/files_mf/1386941700Campa%C3%B1aDunasSinRuedas20122013.pdf

ANNEX XI: Clearance Form

EVALUATION REPORT CLEARANCE FORM

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by

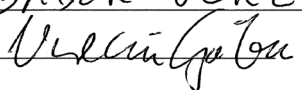
UNDP Country Office

Name: Magdalena Preve

Signature:  Date: 8th December 2015

UNDP GEF RTA

Name: GABOR VERECZI

Signature:  Date: 09/12/2015