



2011-2015

Final Study of the Project: "Integration of Biodiversity Management in Fishing and Tourism Activities in the Coastal/Marine Ecosystems"



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<i>Name of the Project</i>	<i>Integration of Biodiversity Management in Fishing and Tourism Activities in the Coastal/Marine Ecosystems</i>
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<i>Project according to the Prodoc</i>	
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<i>Team Members of the Final Evaluation</i>	Jorge Leiva Valenzuela, Msc in Chemical Engineering, PhD©.
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Abbreviations and Acronyms

AECID	Spanish Cooperation Agency for Development
ATR	Regional Technical Advisor
BD	Biodiversity
CO	(in English) Country Office
CDT	Tourism Development Committee
CENDEPESCA	Development Center for Aquiculture and Fisheries
CONAPESCA	National Council for Fisheries and Aquiculture
CORSATUR	Salvadoran Corporation for Tourism
EA	(in English) – Executing Agency
EAE	Strategic Environmental Assessment
ERC	(in English) Evaluation Resource Center
FIAES	El Salvador Fund for the Americas Initiative
FMAM	Global Environment Fund
GEF	(in English) Global Environment Fund
GBR	Management Based on Results
IA	(in English) – Implementing Agency
IVA	Value Added Tax
I&E	Implementation and Execution
LAC	(in English) Latin American Countries
MARN	Ministry of Environment and Natural Resources
MCC	(in English) Millennium Challenge Corporation
MITUR	Ministry of Tourism
MTR	(in English) Mid Term Review
OPF	((in English) Operational Focal Point
PIF	(in English) Project Identification Form
PIR	(in English) Project Implementation Report
PNUD	United Nations Development Program
PNUMA	United Nations Environment Program
PDP	Suppliers Development Program
PPG	(in English) Grant for the Preparation of the Project

Executive Summary

The objective of this evaluation is, according to the TORs prepared by the UNDP office in El Salvador, to assess the performance and the achievement of the objectives and the expected outcomes as described in the project document. Similarly, it was intended to find out if the project progressed toward the achievement of the impact in the improvement of the conditions of the biodiversity in the areas where the project intervened. The evaluation examined the following aspects of the project: i) Importance; ii) Efficiency; iii) Effectiveness; iv) Sustainability of the outcomes; v) Achievement of the expected impacts of the projects and vi) Contribution to the expected outcomes. The final evaluation had to cover the different design stages and the project implementation and attain the lessons learned as well as deliver the recommendations to improve the sustainability of the results achieved by the project. The evaluation period is from July 2011 to December 2015.

The final evaluation of the project consisted on a documentary review, which included the project document, the contract, annual progress reports, minutes of the Steering Committee, Annual Operation Programs, documentation of the UNDP Country Program, etc. Also an evaluation matrix was designed and it included all the questions to be answered during this work.

Subsequently, a Field Mission to El Salvador was conducted (January 14-22, 2016), and it involved interviews with all the key stakeholders of the project (Staff of the UNDP local office, executing staff of the project, officers of the MARN, MITUR and CENEDEPESCA, and artisanal fishermen's cooperatives and local tour operators. During this mission, there were visits to some of the works of the project located in Los Cónanos and La Unión. Finally, and before leaving the country, the evaluator made a presentation for the key stakeholders (UNDP and MARN) that included the preliminary results of the evaluation.

The data submitted by the project and the UNDP staff were included in the financial analysis of the project. All the compiled information was cross-checked with the project activities towards the objectives and the outcomes and the different challenges that the executing staff faced as well as the solutions proposed to overcome such challenges. The methodology that was applied included a wide participation of the project key stakeholders, who expressed their vision regarding the design, execution and results of the project. Finally, the different stages of the project were rated by a scale elaborated by the GEF methodology.

The marine coastal strip of El Salvador comprises a territory with abundant natural resources that are little known, in which there are species and ecosystems of great environmental value, some of them are unique even within the Central American region. The length of the coast is 321 km and the total coastal marine strip is approximately 19,834 km², including a coastal zone of 5,995 km² and a marine zone of 13,834 km². Approximately, 16.6% of the total population of El Salvador is located in the coastal strip and there are more than 20,000 active artisanal fishermen working in related activities and there are between 2,000 and 3,000 turtle egg collectors. 45% of the best and most fertile soils of the country are located in the coastal strip which are threatened by a disorganized development leading into a new activity in the territory.

Despite the rich diversity of the species, ecosystems and the ecological services that this areas provide in El Salvador, a significant part of such ecosystems lack conservation and management mechanisms that ensure their viability in the long term. The lack of planning for the development of the marine coastal zone and the overexploitation of its resources, have caused the reduction and the deterioration of large extensions of mangroves and other ecosystems.

At the time of the elaboration of the project, the fishing activities (both artisanal and industrial levels) were among the causes of the deterioration of the marine coastal areas and the tourism. Although the stress caused in the coastal marine biodiversity was well known, it had not been possible to measure such impact due to the lack of reliable

information on the quality and the type of fishery resources and the biodiversity information along the entire coastal area of the country. On the other hand, the current legislation on fisheries and aquaculture was incomplete and, the compliance with control was incomplete due to the lack of resources.

The overall objective of the project is to preserve and protect the marine coastal biodiversity of El Salvador which is of global importance, whereas its development goal is to promote the intersectoral approaches to the preservation of the BD through the tourism and fishing sectors.

The project starts from the need to implement an integrated approach that includes regulations and incentives, aimed to modify the actions of the producers in the fishing and tourism sectors with the potential contribution of the state of the biodiversity. The decision was to address the topic from two different points of view: local and national.

Therefore, the project established the following outcomes:

- Policies and regulations for the tourism and fishing sectors that support production forms that are congruent with the sustainability of the resources and the preservation of the biodiversity;
- The producers have the ability and are motivated to operate in accordance with the principles of resource sustainability and biodiversity preservation;
- The national and local institutions have the capacity to effectively support the inclusion of the biodiversity considerations in the management of the coastal/ marine zone.

First of all, there is a comment regarding the document of the project: the evaluator compared 2 different versions (one in Spanish and the other in English), both versions are different and contain mistakes that should not appear in this type of projects. Although the Spanish version was authorized by the government and it was the working project, these versions should be identical, even more when the English version is the official document before the GEF.

Another important mistake that was detected, is that the project started to run in May 2011, and therefore, it should have ended in June 2015 (48 months of execution). However, the dates included in the document and the PIR, indicate that the project started in May and July 2011, ending in August 2014, which means, 3 years, and 3 months respectively, instead of the 4 years originally design for the project. The consequences of this mistake lead to define this project as “delayed” and it caused to accelerate the execution of the activities in order to comply with the products, sacrificing the quality of such products.

To implement the project, there was a funding amount of US\$2.34 million from the GEF and a co- financing of US\$ 6.55 million.

The MARN was responsible for the execution of the project (executing agency), and the UNDP was the implementing agency of the GEF. The national partners for the implementation were the MITUR and CENEDEPESCA.

The main activities of the project are the following:

Outcome N°1: “Policies and regulations in the tourism and fishing sectors are forms of production that are congruent with the sustainability of the resources and the preservation of the biodiversity”, and it includes the following activities: i) The Ministry of Environment and Natural Resources and the MITUR elaborate the “Governance and Management Plan and of Sustainable Tourism in the Coastal/Marine Zone of El Salvador”, which

shall be an input for a future sustainable tourism project financed by the BID; ii) 8 municipalities have formulated proposals for ordinances integrated in their municipal legislation, taking into account the protection and preservation of the biodiversity; iii) support for the drafting of the “General Law for the Management and Promotion of fisheries and Aquaculture”, which is currently under revision at the CENEDEPESCA; iv) facilitator of the “National Plan for the Management of Fisheries and Aquaculture”; v) 57 local tour operators attended training through the National University of El Salvador; vi) some guides were made and the “Environmental and Touristic Education Primer” for the sustainable use of the biodiversity; vii) consultancy: “Formulation of the National Plan for the Management of Fisheries and Aquaculture”; viii) update the statistical system by typing 35,000 fishing entries from different points of the national territory to keep fishing statistics.

Outcome N°2: “The producers have the ability and are motivated to operate in accordance with the principles of the biodiversity preservation and the sustainability of the resources”, the following activities were carried out: i) training for the fishers of Los Cóbano on the importance of the biological biodiversity; ii) study “Diagnosis of Shark and Manta ray Species at national level, including size and weight, sexing and definition of pregnancy in females, neonates and other parameters defined by the MARN”; iii) improvement for storage centers of 3 fishermen’s cooperatives (ACOPACIFICO, ACOSEMPPET y ASPESCU). Such improvements consisted of cementing floors, processing tables, drinking water systems, septic tanks and dry-salting tables; iv) definition of the needs of the fishermen’s cooperatives using the Suppliers Development Program and the Chamber of Commerce of El Salvador; v) placement of artificial reefs in Jiquilisco and Jaltepeque; vi) installation of 2 toilets for community use in Los Cóbano and Acajutla beach, including 2 bathrooms, 2 showers and a bathroom for disabled; vii) delivery of a smaller equipment to fishermen to promote the product “Artisanal Fishing Tour” in Los Cóbano (75 people), including a boat, an outboard motor, a canopy and life jackets; viii) delivery of fishing gear for the responsible fishing (hand line, longline, gillnet, permitted fishing area) for 653 artisanal fishermen of the CMZ; ix) promotional workshops for the fishermen to organize, with non-reimbursable incentives given by PESCAR and streaming of procedures by CENEDEPESCA to obtain a fisherman’s license; x) study “Fish Catalog of the Artificial Reefs in Jaltepeque and Jiquilisco”; xi) study “Catalog of trawling species of marine shrimp in the coastal area of El Salvador”

Outcome N°3: “National and Local institutions are capable of efficiently support the addition of the considerations of the biodiversity and the management of the costal and marine zone”, there is: i) training for the officials of the environmental officials of 11 municipalities; ii) support for the CORSATUR Environmental Unit (staff recruitment, purchase of a plotter); iii) implementation of a computer system for the collection of environmental complaints (from municipal environmental units and natural and legal persons); iv) zoning of the Los Cóbano bay, and the eastern coastal strip, conducted by the University of Cantabria; v) design of a self-assessment system of impacts on biodiversity for companies of the tourism sector; vi) action guidelines for the use of resources, scale 1:25,000; vi) environmental zoning of the territorial units of extreme and high environmental sensitivity, scale 1:5,000; vii) zoning guidelines; viii) pilot implementation of systems for the detection of pumping fish in the Jiquilisco Bay by sound technique; ix) pilot project for the equipping of industrial fishing boats with radio systems frequencies to monitor the entry of these vessels within the three limited miles for artisanal fishing; x) elaboration of the “Guide for Responsible Whale Watching in el Salvador”; xi) delivery of powered boats to CENEDEPESCA for inspection and control work.

The main findings

The design

The project is relevant to El Salvador since the country needs to stop the deterioration of mangroves, the over-exploitation of some species such as shrimp and shark in order to improve the conditions of the coral reefs in the

country.

The following observation refers to the definition of the project activities and not to the framework of the matrix of results. In fact, the document of the project includes an excessive number of activities (around 42), which are not well defined or precise and that are scattered throughout the document.

Some indicators are too broad to assess the contribution to the project. Other indicators (for example, sizes of fish and mollusk species) have been questioned before by some experts during the intermediate evaluation of the project.

The project was focused on the participation of the MARN and the MITUR and some of the mayors from the beneficiary areas were interviewed, while CENEDEPESCA was not involved.

The logical framework contains the main assumptions of the project that would allow a successful implementation, but it does not mention the key risks to local governance, such as gang violence. Although some of the weaknesses of the institutions are mentioned, they are not identified as risks to the project.

The project document does not mention gender approach or gender issues, although some of these aspects were applied during the implementation. With regard to replication, it is mentioned, but it only describes general activities without any specific details. Also, the budget for replication is not included, but it gives the beneficiary the task of systematizing the information for a potential replication.

Execution

From the beginning, the project had serious delays in its implementation. A key situation that affected the management of the project was the excessive rotation of the project coordinators (4 different coordinators with an average duration of 1 year) and the complete turn-over of the implantation staff. In addition, there was a turn-over of the key officers in CENEDEPESCA (4 different directors during the execution of the project).

The milestone that started the adaptive management is linked to the intermediate evaluation, with recommendations to improve the poor management of the project during 2011-2014. In this regard, the MARN and de UNDP had a positive reaction to the challenge and they made all the necessary changes in procurement procedures and in the identification of the activities and outputs.

The follow-up activities have been rather cautious since timely corrective decisions were not taken on the risks of the project that were detected during its execution. In fact, the project coordinators had previously defined the risks and they informed MARN in 2012 in the sense that there was a risk of not achieving the products of the project due to the high number of TOR intermediate revisions prior to its approval by the ministry office. However, this kind of risks are not shown in the meeting minutes of the board or in the PIR/APR of the project. In 2014 the board defined the low execution of the project that included problems, operational / management weaknesses, but they were never identified as risks, so they decided to transfer the remaining budget from year to year.

On the other hand, the monitoring of the project works has not been acceptable, since the interviews and the observation of the field evaluator demonstrate that the overall samples of the works are unfinished, a situation that could be worse since there is not a project team in charge of the completion of those works.

The disbursements were slowly carried out; in the last 2 years (2014-2015), only 77% of the total project budget was spent. The expenditure figures indicate that reallocations were made between the results. The outcomes N°1 and N°2 were reduced by about 30%, and the outcomes N°3 and N°4 increased by 50% and 100% respectively.

In contracting, 8 institutions concentrated almost 40% of the expenses, the remaining was spent in personnel, consultancies under US\$ 50,000 and other minor contracting.

With regard to co-financing, there are not clear figures of the activities financed through FIAES, AECl or MITUR. In any case, the figures from the mid-term evaluation and the figures gathered by the evaluator agree that the country complied with the responsibilities, but it is not possible to obtain the detailed activities that were financed with these resources.

Achievements

Outcome N°1: There has been some progress in the amendment of the fishing law that has been in force since 2001. The draft for the amendment of the law does not include the minimum catching size for most of the species or the implementation of fishing fees, which are two key conditions for the biodiversity protection.

Outcome N°2, it is also partially achieved. Some training workshops were held to enable fishermen and micro tour operators generate resources for the responsible use of the biodiversity and through financial support, to improve the infrastructure of some fisherman's cooperatives. The sample of works visited during the final evaluation, showed that the works were not finished, and therefore, there are not operating yet (construction of bathrooms without power system or water connection, septic tank connection, equipment of fishing cooperatives still in progress, such as refrigeration chambers still in progress, without septic tank connection, drying areas for fish still in process). It is predicted that the sample project in one of the fishermen's cooperative will be very successful (the works for drying fish processing still unfinished), due to their reputation working with different international cooperation agencies, their organizational level, their management preparedness), although the evaluation showed that, in general, the fishermen depend on the intermediaries, which is a condition that affects their poverty.

Product N°3, it is partially achieved. The municipalities already have an Environmental Unit, and the same official in office was in charge of biodiversity, waste, etc., He is also responsible to carry out the inspections in the territory. The entities that have been strengthened to fulfill their role to control the fishing regulations and to protect the biodiversity (delivery of boats, boat detection systems, zoning, training, improvement of the IT reporting system), have structural issues due to the lack of resources and a monitoring model that hampers the appropriate care of the ecosystems. This situation is mainly due to the fact that the inspector belongs to the same infringing communities where they are targeted by gangs through intimidation. On the other hand, CENEDEPESCA sporadically patrols the areas and only during working hours, leaving a gap during the night hours when illegal activities take place.

The reasons above explain the conclusion that the institutions are not efficiently supporting the regulations with the appropriate controls.

Impact

Although it is difficult to quantify, the greatest impact of the project has been the learning process that the stakeholders have experienced, as for coordination and definition of joint goals through cooperation and the mutual agreement on the individual capabilities of each entity. This exercise has been evident at the sectoral government institutions level, which had to settle their disputes in order to achieve specific outcomes. The impact on the local organization is smaller, since a significant part of the activities had been carried out directly by the MARN, MITUR or CENEDEPESCA and the beneficiaries without the direct involvement of some of the municipalities.

Key findings

Goal achievement

MITUR and CENEDEPESCA carried out joint work in the promotion of inter-sectorial approaches to protect the biodiversity through the tourism and fishing sectors, as well as the national police, the participating municipalities and the community organizations. In general, the main goal of the project has been partially achieved since the execution had mayor coordination and management issues with the actors, and as a result it has limited the impact of the project and its activities.

In general, the main achievement of the project has been the learning process of the governmental entities had carried out in the coordination of the goals and the joint activities and working in collaboration to achieve the set result, despite of the cultural differences within the institutions. Although the achievement has been only partially completed, it is a start that shows the way that the central management had to work in future projects.

Design

The drafting of the project did not include all the relevant actors, causing ownership problems during the first half of the project execution. The project design was inconsistent because the indicators regarding the extent of the protected areas were not adequate enough to evaluate the project. The indicators were too broad and did not allow to measure the progress of certain activities with local impact. Also, the indicators on the size of the species were not suitable and the results were inaccurate.

As a consequence, such shortcomings did not allow to measure the improvement of the conditions of the biodiversity in the intervention areas of the project or the improvement of the management areas of the marine coastal areas, the reduction of the stress in the biodiversity or the contribution of the project in the areas where different organizations participate simultaneously, in part because the project document does not designate any role to the co-financiers, even though the allocated theoretical resources exceeded the GEF grant.

The design does not include gender approach and during the implementation of the project the partial participation of women was evident in some organizations of direct beneficiaries, but no evidence was found to demonstrate that the project systematically addressed gender issues with specific activities and that a specific budget was allocated for such activities. Therefore, and from the design perspective, this project was not intended to include gender issues, which may minimize the anticipated impact among the direct beneficiaries, as it does not represent the needs and the interests of women.

Relevance

The project is fully relevant to El Salvador, in the sense that the country needs to stop the increasing deterioration of the mangroves, the over-exploitation of some species such as shrimp and shark, and the need to improve the conditions of the coral reefs in the country. Likewise, the project is relevant within the framework of the needs of the country to improve the information and the inventory and the capture of its marine/coastal resources, the elaboration of regulations that define the maximum fishing size and the subsequent control by the pertinent authorities, with the aim to improve the management level of the said resources and its environment.

The public policies studied in this report, indicate that the project is in accordance to the priorities of the policies and the programs of the government about biodiversity, and at the same time, it meets the GEF-4 (2006-2007) operational programs and the UNDP 2012-2015 country program, on environmental sustainability and disaster management, support to capacity building of local institutions and actors and the inclusive development approach led by the UNDP.

On the other hand, the project has been relevant in the promotion of collaborative management and it has enabled the government entities to learn and exercise the culture of cooperation and understanding to solve situations that require common goals and activities for all the institutions.

The issues addressed by this project remain subject to the PNUD and the GEF plans, (there is a new project on wetlands) and the aspects to address the tourism growth with sustainable practices through a BID loan.

Efficiency

The project showed serious deficiencies in management, ranging from a high rotation of coordinators without authorization to carry out their management, to the lack of monitoring of the actions in the field, along with a project that did not define its goals and outcomes clearly. It was also affected by administrative delays that interfere with a smooth execution and its coordination among the key stakeholders (including the co-financiers). As a result, there was a rushed execution of the products during the years 3 and 4, resulting in the quality of some studies was questioned by some of the experts interviewed and that the project ended before the completion of the works. As a conclusion, the priority of the project was to fulfill the schedule of the expenses and the execution of the products over their quality.

The coordination of the actors during the first part of the execution of the project, was poor, but it improved during the second period. In fact, there was no coordination with FIAES, the main co-financer of the project. This institution carried out daily activities, regardless of the organization of the project, and it was not involved with the executive group, (even though the Environment Minister is the president of FIAES). The lack of coordination resulted in a low visibility within the community and among the actors, to the extent that the project ended without a closing workshop to show the achievements of the project and to discuss the experience achieved and other future activities in the biodiversity area.

Monitoring and Evaluation

The monitoring systems did not operate efficiently enough to discover the causes of delays in the administrative procedures and take the appropriate correction measures to assist the situation timely. In addition, there was a lack of follow-up of the products and the outcomes, and evidently the MARN and the UNDP were not aware that the works of the project were not finished.

The progress report did not specifically demonstrate the outcomes and the products, and in most part, they mention general aspects without any specific details on sites, how, when, who, amount of resources and the resources invested. With this reporting system, it is very difficult to visualize the achievements and conduct a follow-up.

The project was not properly closed, in other words, a Closing Workshop did not take place, to show the final outcomes, the lessons learned, prospects, etc. This was due to the difficulty in completing the activities at the end of 2015. There was no document prepared or dissemination of the lessons learned or the replication activities of the project, which could lead that the same mistakes might be repeated in future projects.

The situations above described, belittled the project effectiveness and the legitimacy of its results, and there are some products that remain unfinished, even though the project was closed in December 2015, so there are no personnel working in this products.

Financial Management

77% of the project expenditures were made between 2014 and 2015. Most of the products were concluded during 2015.

The execution of the budget was hastily executed, therefore the quality of the products was negatively affected.

According to the figures provided by the project, the co-financing reached US\$6.55 million. The details, amount and the date of execution of the co-financed activities, are difficult to estimate by the documents provided to the evaluator since the figures do not specify if the activities were financed through FIAES, AEI or MITUR. The information delivered to the evaluator indicates that the co-financing in kind reached US\$ 6.55 million, but the figures represent the total amount and they include the CORSATUR contribution made in 2010, a year before the project started. The situation of the counterpart in kind is also equivalent.

The figures of the mid-term evaluation and the ones delivered by the project, show that the county complied with this commitment, but it is impossible to see in detail which activities were financed with those resources.

The lack of systematization of the financial information and the activities, especially in co-financing, undermines the transparency of the co-financing accounts and it is an evidence of a disorganization in the coordination for accountability, which might lead that, in the future, the counterparts are estimated unreliable due to the low capacity to obtain a detailed expenditure procedures and the activities that are covered by the activities that are carried out by those expenditures.

Sustainability

The sustainability of the project results are not guaranteed without a follow up that can probe the amendment of the fishing law and the works that were carried out. On the other side, of the management and the control are not improved, the trend will continue increasing the stress on the marine coastal resources.

There are not specific threats that may decrease the extension of the protected areas due to the administrative ruling, but there are serious risks for the biodiversity of those areas as a result of the lack of legislation and control of compliance.

The patrolling model and the control made by the MARN and CENEDEPESCA, by hiring local personnel, makes them vulnerable targets to threats, and are easily predicted since they perform their patrol control during working hours, which affects the protection of the biodiversity and does not comply with the regulations.

The lack of communication between the MARN and the municipalities during the application process and the prosecution of the complaints filed by the municipalities, discourages their control performance, since they are not aware of the outcomes of the legal processes and in some cases, they are not aware whether the MARN processed their complaints.

Impact

The current conditions of the project and the design and organization, makes it difficult to define the impact of the project in terms of a "significant improvement" of the biodiversity conservation status or the reduction of the pressures in the areas intervened by the project, mainly in part by the inappropriate indicators, and the lack of documentation to determine the contribution of the project aimed to the global environmental goal and the collaboration of the relevant actors.

In terms of impact, it is clear that the project contributed to support the foundations to improve the management of the marine coastal biodiversity of the country, since it has contributed to improve the fundamental information regarding the situation of the marine/coastal biodiversity through its studies, which certainly will support the proposal for a law on sustainable fishing that includes greater and better information about the available resources and it also initiated

a coordination process among the different institutions involved, which is not a common opportunity in the public context of the country.

The project involved relevant national actors such as MITUR and CENEDPESCA, but at the local level, the involvement was less successful, the organizations and municipalities considered this as another project intervening in their territories, reflecting minimum ownership in the field level and in the outcomes and activities.

The project established the organization of local government committees and new personnel for the MARN office in Los Cóbano and the executing partners (CENEDPESCA and MITUR), but it was not carried out. Instead, the project tried to carry out a decentralized management resulting in the lack of coordination at the field level and in the project activities and with the other actors that intervened at the same time in other areas.

The fishermen tried to sell their products directly to the public, but this freedom was partially achieved since most of the organizations still depend and will continue to depend for a long time, of the intermediaries, who supply inputs and boats to the fishermen and set the prices of the products.

The presence of the gangs in the areas of the implementation of the project was underestimated in the design and in the execution of the project. The negative impact of the criminal organizations that operate along the coastal area of the country include fishing and tourism, limiting the development of the communities by all kind of illegal activities such as intimidation acts, demanding a "security tax" and hampering the free traffic of people and products.

The same situation has affected the municipal authorities, the guardians of the resources and CENEDPESCA, making difficult to carry out the control activities and leaving illegal actions without an appropriate sanction.

Main recommendations

The future projects should include indicators suitable to the interventions to be implemented instead of general indicator that are difficult to measure, and in some cases, such indicators are achieved before the commencement of the activities.

The security and violence situation should be addressed during the design stage, including the potential impact on the activities and the outcomes of the project. From the beginning, this process requires the involvement of the police, community organization and the pertinent enforcement entities.

To avoid general statements, the progress reports should include the specific details on who, where, when and the amount of the investment made.

The approach of the local actors, the objectives of the projects and the role of the local actors should be clearly stated. Partial information should be avoided because it only blurs the projects, increases the assistance and decreases the sense of ownership of the locals in a common project to improve the general conditions of the communities, beyond the specific benefit.

The coordination among the implementing actors of the project should be emphasized in future projects and at an intermediate level of authority and technicians and beneficiaries that provide continuity to the activities. The coordination of high-level actors is relevant, but it is not enough.

Follow-up and reinforcement actions for the initial benefits of the project

As a suggestion, a Closing Workshop should be held at the end of the project, to analyze the outcomes and the relationship with other projects in progress or to be executed.

Establish successful coordination practices of the project, in order to imitate them in other projects in progress or to be executed.

The MARN should make an effort to follow-up the pendant activities (works and regulations).

Make an effort to disseminate the results of the project among the local communities and municipalities. Make an effort to systematize the experience, summarize the lessons learned and the potential replication in other projects in progress or to be executed.

Key Lessons learned

Evaluate all the safety aspects and its impact in the activities and the outcomes of the projects to be implemented. The early involvement of the actors in the design process, lead to a diagnosis of the products, outcomes and indicators that are consistent with the reality of the areas to be intervene and the available resources.

The coordinated actions among the stakeholders always yield in validated outcomes and have a greater ownership effect. Partial information should not be disclosed according to the type of actor involved but rather, the same information should be shared among all the actors, so there is an understanding of the objectives to be achieved by the projects, even when some of the actor have a minimum participation in the project activities.

The co-financiers should participate in the project steering committee in order to share their technical and operational capacity with other stakeholders.

The indicators must be in accordance with the scale of the interventions to be carried out and avoid being generic or excessively ambitious.

Staff recruitment for the projects working in the different participating institutions, is an incentive for the project ownership and to obtain information and constructive cooperation for the process of the projects.

The accelerated execution of the budget may affect the quality of the products and the outcomes of the project.

The rating of the project is as follows:

1. Monitoring and Evaluation	Rating	2. Execution of IA and EA:	Rating
Entry design of S and E	AI	UNDP quality application	AS
Execution plan of S and E	AI	Execution quality: executing agency	AI
General quality of S and E	AI	Overall quality in application and execution quality	AI
3. Evaluation of the outcomes	Rating	4. Sustainability	Rating
Relevance	R	Financial resources	AP
Effectiveness	AI	Socio-political:	AP

Efficiency	AI	Institutional framework and governance:	AP
General rating of the project outcomes	AS	Environmental	AP
		Overall probability and sustainability:	AP

I. Introduction

1.1 Purpose of the evaluation

The UNDP country's office in El Salvador, requested the final evaluation of the project funded by the GEF "Integration of the Biodiversity Management in Fishing and Tourism Activities in the Coastal/ Marine Ecosystems" (PIMS 3996), in which the UNDP is the implementing agency of the GEF and the MARN is the national executing agency of the project.

The goal of this evaluation, according with the TORs set by the UNDP office in El Salvador, is to assess the performance and the achievement of the objectives and the expected results described in the project document. Also, it is necessary to find out if the project progressed towards the achievement of the impacts in the improvement of the biodiversity status in the areas intervened by the project.

The evaluation will examine the following aspects of the project:

- Relevance
- Efficiency
- Effectiveness
- Sustainability of results
- Achievement of the expected impacts of the project
- Contribution to the expected effects

It is expected that the final evaluation will draw the lessons learned and provide recommendations to improve the sustainability of the outcomes achieved by the project and support the improvement of the general programming of the UNDP and the GEF. It is also expected that the national executing agency and the project strategic partners will be able to take advantage of this evaluation to improve and correct some aspects of the execution and the design of the project and take in consideration the lessons learned in future projects.

The evaluation period is from July 2011 to December 2015.

The final evaluation includes the design and the implementation stages of the project-

1.2 Scope and Methodology

According to the Terms of Reference (TOR) of the consultancy, it is necessary to verify if the expected results of the project were achieved as it was established in the logical framework. It is worth to mention that, even though the project had an intermediate evaluation, the activities and the objectives of the final evaluation are self-sufficient, that is, the evaluation is carried out in comprehensive manner, even if there was a previous intermediate evaluation.

At the beginning of the final evaluation, and according with the TOR, the consultant developed a startup report which covers the items indicated in this section.

The concept of "assessment" of the project includes the annual reports of the project (PIR, coordination reports from MARN, annual budgets, etc.), so that opinions can be expressed regarding the aspects of the project management. However, there are design indicators that, due to their extent, (biodiversity conservation

along the coastal zone of the country, for example), make it difficult to calculate the contributions of the project in an specific indicator, due to the limitations of the interventions of the project, in terms of extension, number of stakeholders that intervene in the same zones, the lack of information that indicates the specific contribution of other actors and the lack of coordination among the actors in the project. These aspects are described in detail in the sections of the design and execution of the project.

From the methodological point of view, the evaluation chose to interview a variety of actors (32 people), covering a wide range of roles (direct beneficiary organizations, municipal environmental managers, scholars, employees of public institutions involved in the project and the UNDP officials). In addition, it included a review of documentation of alternative sources of information from other institutions not involved in the project that could provide context information about the country and the condition of the environment and coastal marine resources.

In this way, a triangulation was made between the information provided by the direct informants, the project reports and the information obtained from independent sources of the project. This methodology covers a wide range of situations that the project had to face, but it was limited by the high rotation of coordinators and the staff of the project as well as by the authorities of the CENDPESCA and by inaccurate progress reports of the project that did not explain the specific contributions of the project and the co-financing partners and MITUR. Therefore, with the available information and the interviews made to the different actors of the system, the evaluator was able to "reconstruct" the different circumstances that the project had to overcome and the interventions that were carried out. Therefore, the methodology applied to search for multiple sources of information, was enough to overcome or to balance the unique bias of each of the informants interviewed.

Another limitation to determine the project's contribution to the achievement of global environmental objectives, was that the project used inadequate indicators to measure the achievements, such as the indicator of the total area of protected areas to measure very specific interventions of the project within a context in which several actors outside the project were intervening in the same areas. Other faulty indicators, such as shark catching size and other species, were questioned by experts interviewed during the assessment and also questioned in the project mid-term evaluation report. All these situations are described and documented throughout this report.

The final evaluation covered the different stages of the project cycle, **starting with the analysis of its design** (logical framework, participation of relevant actors, implementation agreements, capacity of the executing institution of the project, adequate approach to the subject to be addressed, risk analysis and expected results), followed by its **implementation** (use of the logical framework as an EyS tool, planning and reporting, implementation agreements, adaptive management, roles of the implementing institutions, partners and UNDP and interactions with key stakeholders), financing (budget execution level, annual plans, compliance with counterpart funds, and efficiency and effectiveness of expenditures to achieve the planned outcomes), projection and sustainability of results (risks and challenges) and finally, the **impacts achieved** (according to the GEF methodology).

Also, the project expected to address issues such as **replicability and the lessons learned**.

The methodology applied to this project was developed by the UNDP on the final evaluations of the GEF¹ projects.

The final evaluation of the project consisted of a documentary review, which included the project document,

¹ "Guide to conduct final evaluations of the projects supported by the UNDP and funded by the GEF", 2012, Independent Evaluation Office, UNDP

contract, annual progress reports, minutes of the Steering Committee, Annual Operational Programs, UNDP Country Program documentation, etc. Annex 5 contains all the details of the documentation revised.

Annex 6 includes an evaluation matrix with the questions to be answered during this work.

Subsequently, a field mission to El Salvador was conducted (July 14-22, 2015, see agenda in Annex 2), to interview all key stakeholders of the project (UNDP local staff, project executing team, MARN, MITUR and CENDEPESCA managers, artisanal fishermen organizations, local tourism operators (see details of interviews in Annex 3).

During the mission, there were visits to the worksites of the project, located in Los Cóbano and La Unión. And finally, and before leaving the country, the evaluator conducted a presentation with the preliminary results of the evaluation before the key stakeholders (UNDP and MARN).

The data provided by the Project Team and the UNDP staff was analyzed for the financial analysis of the project.

All the information collected was cross-checked with the activities of the project and its progress towards the objectives and results, the situations faced by the executing team and the measures to overcome the problems encountered.

Finally, all the different stages of the project were classified according to the scale of the GEF methodology as shown in Table N°1.

Note that the methodology includes a board participation of key stakeholders of the project reflected in their vision of the design, implementation and results of the project. Their testimonies were compared with the documented evidence whenever was possible, or their core message was protected and their context were analyzed so the project was not affected in the different stages of the cycle and projections of the project.

Table N°1: Rating scale used by the GEF².

Relevance	Results, efficiency, Se, execution	Sustainability	Impact
2. Relevant (R)	6: Very Satisfactory (VS) : The project did not show any flaws in the achievement of its objectives in relevance, effectiveness or efficiency.	4. Probable (P) : Minor risks for sustainability	3. Substantial (S)
1. Not Relevant (NR)	5: Satisfactory (S) : Minor shortcomings	3. Likely probable (LP) : Moderate risks	2. Minimum (M)
	4: Slightly satisfactory (SS) : Moderate shortcomings	2. Slightly improbable (SI) : Substantial risks	1. Insignificant (I)
	3. Slightly Unsatisfactory (SU) : Significant shortcomings	1. Improbable (I) : Severe risks	
	2. Unsatisfactory (U) : Major shortcomings in the achievement of the project objectives in terms of relevance, effectiveness and efficiency.		

² IDEM 1, Annex D, page 36.

Relevance	Results, efficiency, Se, execution	Sustainability	Impact
	1. Very unsatisfactory (VI): the project had serious shortcomings.		

1.3 Structure of the evaluation report.

This report has 6 sections clearly identified. A general glossary of terms and an executive summary is provided on the **cover page** (amounts, identification codes, implementing agency, executing agency, deadlines, etc.), a **glossary of terms** and an **executive summary** with a synthesis of the project, recommendations and conclusions, and the overall rating of the project.

The **introduction section** includes the scope and the objectives of the evaluation, the detailed methodology used and the main milestones of this work.

Section 2 focuses on the analysis of the country's development context regarding the issues to be addressed and the corresponding measures, the detailed time-frames set for the project implementation, immediate objectives, expected results and key indicators, as well as the pertinent coordination and associative arrangements with the key actors involved.

Section 3 includes the findings of the evaluation relevant to the design, financial execution and activities, and the results and their sustainability.

Section 4 displays the project rating, while **section 5** shows the overall conclusions, recommendations and lessons learned. Finally, **section 6** includes the annexes, the mission agenda, TOR of the consultancy, Logical Framework Matrix, list of documents reviewed, etc.

II. Project description and development context

2.1 Development Context and Diagnosis of El Salvador's Biodiversity Situation^{3,4}

Institutions and Regulations.

The marine coastal strip of El Salvador is a territory with abundant natural resources that are little known, with species and ecosystems of great environmental value, some of them are unique in the Central American region. The preservation of the biodiversity in this area is crucial, moreover, this area is a livelihood for the population that carries out commercial and productive activities, and it is certainly, a high potential asset for the development of local enterprises. Two hundred species of flora and fauna reproduce near the shores of the marine/coastal areas, 70 of them are threatened or endangered (particularly located around the estuaries).

The coast has a length of 321 km, and it is estimated that the total area of the marine coastal area is 19,829 km², with a coastal zone of 5,995 km² and a marine area of 13,834 km². Approximately, 16.6% of the total population of El Salvador is located in the coastal strip, there are more than 20,000 active artisanal fishers registered, between

³V National Report on the Agreement for the Biological Diversity El Salvador, 2015.

⁴ Project product: "Integration of Biodiversity Management in Fishing and Tourism Activities in the Coastal/Marine Ecosystems".

5,000 and 6,000 shell and crab collectors, and between 2,000 and 3,000 turtle egg collectors. 45% of the best and most fertile soils of the country are located in the coastal strip, but they are threatened by a disorganized development.

There are three ecoregions in the landscape of the coastal zone, (1) Central American Dry Tropical Forests, (2) Mangroves of the North Pacific Dry Coast and (3) Mangroves of The Gulf of Fonseca.

Despite of the great diversity of species and ecosystems in El Salvador and the ecological services that these areas provide, a large part of these ecosystems lack of conservation and management mechanisms to ensure their long term viability. As an example, there is an evident deterioration in the mangroves at the Barra de Santiago and the Jaltepeque estuary, reducing the provision of the ecosystem services and the country's fishing.

The mangroves are sites that for feeding, sheltering, breeding and rearing for many species of crustaceans, mollusks and fish; they are the main breeding grounds for marine shrimp, the larvae migrate from the open sea to the mangrove ecosystem that provides rich nutrients and shelter to keep them away from predators.

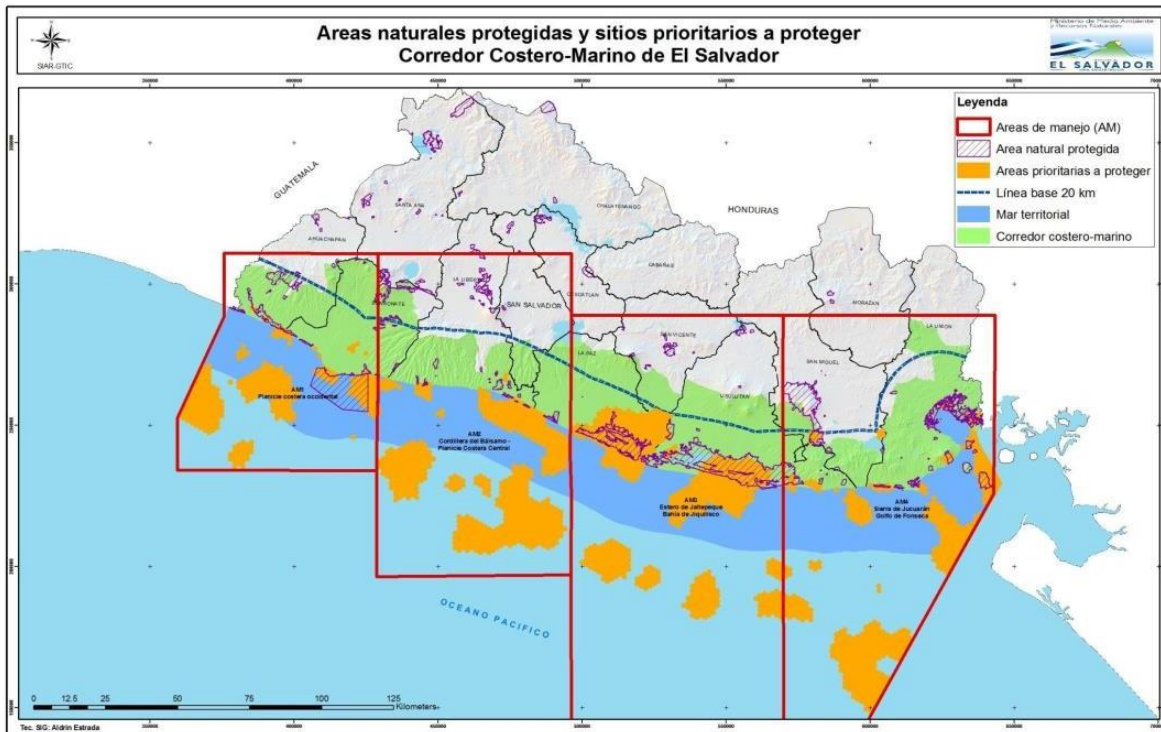
In spite of the fact that the preservation of the mangroves is crucial for El Salvador due to their multiple functions, these ecosystems have undergone a systematic process of deterioration, and the country has gone from about 100,000 hectares of mangroves in the 1950s to about 40,000 hectares at present. Of these, a total of 38,534 hectares have recorded little intervention and some 2,000 are affected by deforestation or by sedimentation.

Shortcomings in planning for the development of the coastal area and the overexploitation of the resources have led to a reduction and deterioration of large mangrove areas and other ecosystems. The change of land use for agricultural and livestock activities, construction areas, new infrastructure, touristic projects such as harbors, are some of the threats of the ecosystems in the area.

In particular, the expansion of the agricultural frontier for sugar cane plantations and basic grains, the abuse of agrochemicals, solid waste and wastewater, have also contributed to the degradation of the mangroves, causing a serious alteration in the landscape, with the subsequent increase in vulnerability and the loss of key ecosystem services for productive activities.

Artisanal and industrial fishing, along with touristic activities, are the main threats against the marine coastal biodiversity in El Salvador. Fig. 1 shows the priority sites in the Salvadoran coast that require protection.

Fig. N°1: Priority sites of the marine coast that require protection.



Legislation

There is a general policy for support and a legislative framework for the incorporation of biodiversity considerations into the management of natural resources in the coastal and marine area, based on legal instruments such as the Environmental Law, Protected Areas, the Tourism Law and the Fisheries Law and the policy instruments of the respective institutions for each sector, including the MARN strategic vision and the National Tourism Plan.

The Fishing Law (Article 28) defines 5 aquatic reserves that prohibit trawling and non-selective fishing methods (river mouths of Garita Palmera, Barra de Santiago, Cordoncillo, the Lempa River and the Jiquilisco Bay), Los Cóbanos and the Gulf of Fonseca are areas under special management regimes.

This law regulates fishing and aquaculture (artisanal and industrial), as well as the sale and transportation of fish, it establishes exclusion zones of industrial fishing in areas such as river mouths and also a limit line of 5 miles exclusive for artisanal fishing.

During closed seasons, and as **the regulator entity, CENDEPESCA** issues resolutions for shrimp fishing and prohibitions on practices such as removal of fins in sharks, among others. The country has a national plan for the conservation of sharks in accordance with FAO guidelines.

In partnership with the Organization of Fisheries and Aquaculture of the Central American Isthmus (OSPESCA), regional policies have been developed on issues such as sustainable fisheries management. In spite of all the efforts made, sustainable fishing practices in the country have not been adopted, that is, to end trawling and the use of fishing gear excluding smaller fish, turtles and other species without commercial purposes. There is no legislation on minimum sizes for most species or for fishing fees.

The Environmental Law contains provisions for municipal governments to establish environmental units to implement local environmental management, due to resource constraints, the Ministry of Environment and Natural Resources (MARN), has a limited presence locally and throughout the country.

At municipal level, there are some municipal ordinances regarding environmental management for the tourism and fisheries sectors; however, these instruments need to have a greater replication, a revision and improvements to address environmental and biodiversity issues.

Tourism projects are regulated by MITUR, but in to develop new infrastructure that involve activities in protected areas or wildlife management, **it is required to obtain environmental permits from MARN** in accordance with the environmental laws, protected areas and wildlife.

The 2020 tourism plan, aims to consolidate this activity by respecting natural resources as a source of tourism in the country, and it estimates that, by 2020, about 3 million tourists will have visited Country, and the so-called "social tourism" will also be consolidated.

In development context, El Salvador faces the challenge of violence, which threatens social development and economic growth and it negatively affects the quality of life of the citizens. Following a sustained increase in violent crime rates since 2000, the number of homicides per 100,000 inhabitants reached 71 in 2009. While a truce established among street gangs in 2012 contributed to the reduction of violence rates in the country to a less than 25 homicides per 100,000 inhabitants, a new increase in violence has been reported in 2015. In addition, El Salvador's vulnerability to adverse natural phenomena, exacerbated by environmental deterioration and extreme climate variability, also compromises the country's sustainable development and the long-term economic growth⁵.

2.2 The Project Commencement and Term

The PPG was approved in December 2008, so the project preparation took place during 2009-2010 and its implementation was expected to begin in August 2010 ending in August 2014 (4 years of implementation)⁶. As described in the findings section, the signed PRODOC indicates that the project term would be only 3 years, therefore, this term is inconsistent for a project designed for 4 years.

Issues that the project intended to address

As mentioned in the previous section, when the project was developed, there were several causes that led to the deterioration of the marine/coastal ecosystems in El Salvador, such as landfill, expansion of agriculture and livestock areas, overuse of agrochemicals, etc. Other aspects that were included were the effects of all these issues on the biodiversity, resulting in the decline of fishing and of some species, the deterioration of mangroves and reefs, the dissolution and the erosion of the country's best agricultural soils were also mentioned.

Of all the factors analyzed, the main threats to the ecosystems were associated with fishing activities (artisanal and industrial) and tourism. Although these burdens on marine-coastal biodiversity are known, it has not been possible to estimate the extent because of the lack of reliable information on the quantity and type of fishery

⁵<http://www.bancomundial.org/es/country/elsalvador/overview#1>

⁶ SEE PIF 3996, December 22, 2008.

resources and the biodiversity along the entire coast of the country.

On the other hand, the current regulations on fisheries and aquaculture are incomplete and there is a low compliance due to a lack of resources.

There were few opportunities for artisanal fishers to access the markets that offer products and services that implement sustainable exploitation practices of marine-coastal resources. This lack of access is mainly due to poor capacity of producers and the lack of technical and economic support to develop sustainable activities.

Another core problem is the weak environmental and sectorial institutions of the country, as well as the poor organizational capacity of both the municipalities and the groups of producers involved.

There was also an absence of awareness among the stakeholders (fishermen, tour operators, municipalities, local organizations) on the relevance of the different marine and coastal ecosystems to the well-being of the population and the possibility of further economic activities such as fishing, agriculture and tourism.

In addition, policymakers and decision makers had operational problems related to the division of sectors (restricted sectoral approaches), excessive centralization, targeting of short-term economic objectives and narrowness of the target market.

Above all, the prominence of violence in the country was not addressed in the project document, or included as a risk factor for the implementation of the project.

Immediate and development objectives of the project

The overall environmental objective of the project is to safeguard and defend the marine-coastal biodiversity in El Salvador which is globally relevant.

The development objective is to promote joint collaboration approaches among sector to protect the BD, through tourism and fishing activities.

Design Principles and expected outcomes

The general principle of the project design is the need to implement an integrated approach that combines regulations and incentives in order to modify the producer's actions in the tourism and fishing sectors with potential implications for the biodiversity conditions.

The decision was to approach the issue from two different points of view for the national and the local levels. At the national level, the aim was to create an enabling environment for the fishing and tourism sectors to integrate biodiversity into their day-to-day activities and planning. At the local level, to strengthen the capacities for biodiversity management in the municipalities, associations of artisanal fishermen and small local tour operators.

The project defined 3 outcomes as follows:

- The policies and regulations in the tourism and fishing sectors support forms of production compatible with resource sustainability and biodiversity conservation;
- The producers have the ability and are motivated to operate in accordance with the principles of resource sustainability and biodiversity conservation;

- National and local institutions have the capacity to effectively support the integration of biodiversity aspects into the management of the coastal / marine area.

The following are the project products aimed to achieve the results listed above:

1. Policies that promote the integration of the biodiversity conservation in the key productive sectors;
2. Standards, guidelines and regulations that anticipate the integration of relevant biodiversity issues into the productive sectors;
3. Improved mechanisms for inter-agency collaboration and information exchange among municipalities, ministries, NGOs and the private sector;
4. Financial strategy to increase the availability of financial resources to support sustainable management of natural resources in the coastal /marine area;
5. Marketing mechanisms in favor of sustainable fishing practices;
6. Marketing program for sustainable tourism;
7. Business plans to strengthen the organizational, technical and financial capacity of producer groups;
8. Improvement of local facilities for storage and processing of fishery products;
9. Monitoring and evaluation systems to support the adaptive management by producers;
10. Sustainable fishing pilot and tourism practices;
11. Program to improve the technical capabilities of local offices in the central and municipal governments to support the sustainable management of coastal and marine resources;
12. Pilot of decentralized mechanism for the governance of natural resources;
13. Institutional systems for the monitoring and evaluation of the conditions of the biodiversity and the impacts of productive activities;
14. Procedures and programs (supported by training) for the development of zoning and sustainable development plans;
15. Continuous technical and expansion support programs that integrate biodiversity conservation aspects and resource sustainability.

The project document established the execution of about 42 activities over a period of 4 years. The details of these activities are in Annex 7. Table N° 2 shows a summary of the project, outcomes, activities and budget.

Table N°2: Project summary, outcomes and original budget.

N°	Outcomes	N° of activities	GEF Budget (US\$)	Counterpart (US\$)
1	Policies and regulations in the tourism and fishing sectors that support production forms consistent with resource sustainability and biodiversity protection.	14	445,135	1,085,742
2	The producers have the ability and are motivated to operate according to the sustainability of the resources and the biodiversity protection.	17	1,102,269	2,506,637
3	The national and local institutions have the capacity to effectively support the integration of biodiversity matters in the management of the coastal marine zone.	10	571,686	2,304,252
4	Replication and dissemination of outcomes (*).	1	Without a budget	

5	Project Management	235,435	655,184
	Total (US\$)	2,354,525	6,551,815

(*): Result added by the consultant, it is included in the project, but is not included in the budget.

Key Stakeholders

The main stakeholders involved in the project are the municipalities in the marine coastal areas (32), the MARN, MITUR, CENEDEPESCA and CONAPESCA. FIADES and AECl are also executing partners.

The beneficiary level includes the municipality, fishermen's organizations, local organizations such as the ADESCOs, the national police and local tour operators.

Established Benchmarks

The project document defines conservation indicators of the biodiversity for the entire coast of El Salvador in order to evaluate the outcomes achievement, and indicators of prices for products sold to the public, size of fish for different species, shrimp and mollusks. Table N°3 contains a summary of the main indicators of the project.

Table N°3: Summary of the project outcomes and the main indicators.

Objective/Outcome	Indicator
To promote intersectorial approaches for the biodiversity protection through the tourism and fishing sectors	Mangrove area in the entire coastal marine zone
	Number of turtle nests in the entire coastal marine zone
	Living coral populations in the Los Cóbano Conservation Area
	Available shrimp biomass
	Enforcement of a National Policy for Sustainable Tourism with dispositions to protect the biodiversity
	Enforcement of a Sustainable Fishing Policy
1: The policies and regulations of the tourism and fishing sectors support production forms that are consistent with the biodiversity protection and the sustainability of resources	Number of active members in the Sustainable Tourism Network (STN)
	Number of municipalities located along the coastal marine zone collaborating with the Central Government Entities in the planning and promotion of tourism and fishing BD-friendly
	Progress in the development of sustainable production standards in the tourism and fishing sectors
	Number of key institutions with operative systems to monitor the conditions of the natural resources.
	Number of institutions with specific strategic plans in their strategic plans for the conservation and recovering of natural resources.
	Average size for mollusks and crustaceans catch in Los Cóbano
	Average size for shark (S.lewini) catch
2: The producers have the capacity and are motivated to operate according to the biodiversity	Number of fishermen selling directly to consumers in the main urban markets
	Number of fishermen embracing some of the BD-friendly standards in the coastal marine zone

Objective/Outcome	Indicator
conservation principles and the sustainability of resources	Number of artisanal fishers that are members fishing cooperatives
	Retail prices received by Los Cóbano fishermen participating the plans for direct sale of products to the consumers in the main urban markets
	Proportional contribution of the tourism income based on the nature of the income in the tourism sector
3: National and local institutions are capable to efficiently support the integration of the biodiversity matters in the management of the coastal marine zone	Number of municipalities with designated personnel to support and control de production activities according to the BD issues
	Number of tour operators (hotels and restaurants) under an annual control of the BD impacts and mitigation measures (by the central and Municipal Government, self-regulating entities of the sector or by authorized entities)
	Coastal marine zone divided by zones and sustainable development plans for tourism and fishing
	Amount of funds allocated for supervision, control and promotion of BD- friendly activities, from corporate responsibility programs of the private sector, to municipal fiscal mechanisms

3. Findings.

3.1 Design and formulation of the project Study of the logic frame (AML)

The strategy to address the biodiversity condition, through two separated approaches for the national and local levels, is, in general, completely accurate.

However, the project document contains a series of activities (about 42), which are not very clear and precise and that are scattered throughout the document. As an effort to systematize the activities outlined in the project, the evaluator compiled a table containing all the activities. See Annex N° 7.

The activities are not quite precise when quantifying the "support", "strengthening" or "equipment" that will be given to the different actors. Examples of the above mentioned as "limited equipment supply", "limited infrastructure establishment", etc. Such definitions are confusing to the reader and therefore, there are subject to different interpretations when it comes to the implementation of the activities making the execution is vulnerable to arbitrariness.

There are some indicators that are too broad to assess the contribution of the project. For example, although the decentralized governance pilot project is only carried out in Los Cóbano and due to the limited resources and activities of the project, the conservation indicator of the total marine- coastal areas of the country, is not reasonable, since there are thousands of square kilometers. To be included. In addition, the statement that the project will maintain the area of protected zones, is not easily verifiable, since it also depends on the other actors and similar interventions to the project (USAID, AIEC, etc.).

The indicators for the number of turtle nests, sizes of fish and mollusk species, also appear to be unreasonable, as they have been questioned by experts and by the earlier mid-term review of the project, which proposed a revision of the project indicators⁷.

The indicators referring to different species, are also questioned, because there was no information, except for the oyster (8cm). For example, the 1m indicator for shark size would correspond to juveniles with no reproductive cycle, so CENDEPESA adopted the standard of 1.5 m as a minimum size.

For the available shrimp biomass, there is also a disagreement among the experts, as there is a broad consensus that this species have steadily declined overtime as a result of indiscriminate fishing by the industrial and artisanal⁸ fishery. It is estimated that the maximum sustainable yield of shrimp trawling would be approximately 242 tons⁹, much lower than the thousand tons that the project predicted to capture.

Even though FIAES is a relevant cofinancer (US3 million), the project document does not assign any role or activity to such.

Stakeholder's participation

According to the information gathered during the interviews and the documentary review, the project document was prepared by technical experts without the participation¹⁰, of the beneficiary communities of the project or institutions such as CENDEPESCA or CONAPESCA, that later participated during the execution of the project.

The project was focused on the participation of MARN and MITUR and some consultations were conducted with some mayors from the beneficiary areas.

Relevance

The project is completely relevant to El Salvador, in terms of the country's need to stop the deterioration of mangroves, the over-exploitation of some species such as shrimp and shark and to improve the conditions of coral reefs. In addition, the country signed the United Nations Convention on Biological Diversity, ratified by Decree No. 833 on March 23, 1994, and it must comply with the provisions contained in this Convention.

From the programmatic point of view, the project is fully in line with the 2013 National Biodiversity Strategy, with regard to marine-coastal ecosystems¹¹, the National Program for the Mesoamerican Biological Corridor (2005) and the action plan of the 2013 National Environment Strategy.

The project fits the GEF-4 (2006-2010) and acknowledges the OP-4 (Coastal, Marine and Freshwater Ecosystems), with the strategic objective N° 2: "Integrating biodiversity conservation in marine and land productive sectors" and their pertinent Strategic Programs No. 4: "Strengthening the Policy Framework and policies to integrate the biodiversity" and No. 5: "Promoting Markets for Biodiversity Products and Services."

⁷See: Mid-Term Evaluation, María Onesti, July 2014.

⁸ See: Consultancy Final Report "Distribution and Prosperity of the shrimp marine resource and the relevant fauna through a projecting survey in El Salvador's coast up to 6 nautical miles", Section 2: History of shrimp fishing, Lic Rodrigo Salomón Zelaya, November 2015.

⁹ IDEM 8, Section 4.2.2.2 Maximum Sustainable Yield, Lic Rodrigo Salomón Zelaya, November 2015.

¹⁰See: EXECUTION ANNUAL REPORT 2012, page 14.

¹¹ See: *Axis 1: Strategic Integration of biodiversity in the economy and Axis 2: Restoration and inclusive conservation of critical ecosystems.*

The relevance of this project to the UNDP is as established in the 2012-2015 Country Program, line 14: "Environmental sustainability and disaster risk reduction", action v): "to support the capacity building of national and local entities to the implementation of measures and policies that contribute to the management of biological diversity focused on the recovery of ecosystems and productive actions." In this regard, the project is according to the UNDP's ¹²proposal for inclusive and sustainable development, when carrying out productive improvement activities with deferred groups, such as artisanal fishers.

According to the UNDAF, the project is in agreement with the Direct Effect 5.1: "The national government and the local governments will have designed and implemented strategies, plans and mechanisms in a participatory manner to promote disaster risk reduction, sustainable management of natural resources, recovery of ecosystems and adaptation and mitigation to climate change", indicator 3: "Number of municipalities and communities that have integrated in their planning processes and regulations that take actions in: (c) recovery and sustainable management of natural resources and ecosystems".

Assumptions and risks

The logical framework includes the main assumptions of the project and would ensure the success of the execution. The assumptions are based on a conducive governance environment, where the biology of turtles will not be harmed by climate change, the willingness of the beneficiaries to organize and the continuous support of institutions with sustainable development and the proper care of the resources.

Moreover, there are seemingly mistaken assumptions regarding, for example, turtles and climate change, where scientific studies indicate that climate change breaks the gender balance and more females are born. The studies also mention that the nest destruction by raising sea levels and possible major mortalities occur during the gestation period^{13 14}.

The project document does not mention key risks to local governance, such as gang violence that is influencing and distorting the commercial activity.

Although some weak aspects of the institutions are mentioned, they are not revealed as risks to the project. In spite of the above, the project contains clauses specifying that the risk analysis should be updated annually in the PIRs, in addition to giving the Executive Group the responsibility to address the risks of the project. The risks should also be updated in the UNDP ATLAS system.

Ultimately, a genuine comment on the document project should be added. The evaluator compared 2 different versions (Spanish and English¹⁵), that evidently, are different and have mistakes that should never appear in this kind of projects. First, there is a mistake in the English version in product 3.1, which numbering appears twice. However, the most severe mistake is that the project document in Spanish omits the Table N° 27 of the English version (Key Indicators and Risks), resulting in key errors in the project execution and comprehension.

Lessons from other relevant projects

¹²<http://www.undp.org/content/undp/es/home/ourwork/sustainable-development/development-planning-and-inclusive-sustainable-growth.html>

¹³ Ver <https://www.worldwildlife.org/climatico/stories/tortugas-marinadas-amenazadas-y-soluciones>

¹⁴ <http://www.nationalgeographic.es/noticias/tortugas-marinadas-peligro-noticia>

¹⁵ Project Document: Mainstreaming Biodiversity Management into Fisheries and Tourism Activities carried out in Coastal/Marine Ecosystems

In general, the project document mentions activities and programs developed by other institutions, such as the AECID, FIAES, USAID, IDB, etc., and other initiatives in progress under the GEF. Allusions to these projects are about achieving "synergies", but in no case do they mention lessons or experiences applied to the design of this project. Perhaps, the closest one is the one that states the lack of awareness of decision-makers to work in collaboration to achieve success.

Gender approach

The project document does not include any gender approach of related topics. The evaluator found that this is a similar situation for all the GEF projects before 2011.

Repetition approach

It is worth mentioning that the project mentions the replication, but it only describes it in general activities, without specifying any. The budget does not include any item for this type of activity, and gives the beneficiaries the responsibility of systematizing the information for a potential replication.

UNDP comparative advantage

The execution method chosen for this project was the National Execution (NEX), where UNDP provides support for financial services, procurement experience and specific advice when required (identification of national and international experts). In addition, the project progress is monitored through the program officer of the UNDP EI Salvador Office and the Regional Technical Adviser (ATR), providing advice on its implementation and suggesting changes when appropriate. Officers from the local UNDP office review the TOR for the various calls for tenders, ensuring that each process meets the UNDP standards on quality and transparency.

The MARN performs the daily project management operations using the pertinent infrastructure and the technical and regulatory control to ensure the achievement of the project outcomes.

The national execution is perhaps, the most appropriate way of creating institutional capacities and transfer of knowledge to countries, although sometimes its implementation is slower than expected, but at the end, the capacities created remain in the receiving country, which increases the possibility to replicate the experience in other areas and in the sustainability of the results achieved.

The UNDP most relevant advantage is that it is physically present in the country and its personnel is local, providing a better understanding of the culture, the operating system of the local institutions, the economy and the country's plans.

Regarding the relative advantage of UNDP, the most relevant would be to be physically installed in the country and, besides, being part of its professional personnel of local origin, it gives a better understanding of the culture, the system of operation of the local institutions, its economy and projections as a country. In addition, in carrying out activities in other projects, which in addition to the international experience in the design and execution of projects in other countries, the staff is able to understand why certain procedures, approaches and practices work in one place, but not necessarily work in others.

3.2 Project implementation

Project activities carried out during the execution

The project started to run in July 2011 and, therefore, the ending date should have been July 2015 (48 months of execution). The first observation is that there is an error in the dates in the project document and in the PIRs, which indicate the start of the project in July 2011 and the end date as the closing date on August 2014, which is 3 years instead of the 4 years for which the project was designed. This situation certainly created anxiety to

execute all the project activities as soon as possible.

It should be mentioned that one of the main problems to be addressed by the project was to overcome the centralized management of activities that had proved to be socially unsustainable¹⁶. In this regard, the project planned to hire staff to work within the partner institutions and to have a local coordinator in Los Cóbano. However, during the execution of the project activities, it was centralized in the MARN, eliminating the hiring of project personnel for key entities (leaving only links) and also the local coordinator of Los Cóbano. Therefore, there is a fundamental contradiction in the project implementation strategy, supporting centralized execution.

The design did not include gender aspects. During the project implementation there was a limited number of women participating in some direct beneficiary organizations, but there was no evidence that the project systematically addressed the gender issue, with specific activities and a budget allocated to these activities. On the other hand, the project has not been properly closed, since there are unfinished activities and could not develop the replication component or the systematization of the lessons learned. A closing workshop or a similar activity to disseminate and discuss the achievements, effects and the lessons learned did not take place.

Outcome N°1: "The Policies and regulations in the tourism and fishing sectors support production forms consistent with the sustainability of resources and with the biodiversity conservation", the following activities are carried out: i) The Ministries of Environment and Natural Resources and the MTUR developed the "Plan for Governance and Management of Sustainable Tourism in the Coastal Marine Zone of El Salvador," which will be an input for a future sustainable tourism project financed by the IDB; ii) 8 municipalities have developed proposals for integrated ordinances in their municipal legislation (Acajutla, Intipuca, Conchagua, San Dionisio, San Alejo, Jiquilisco, Meanguera del Golfo and Tecoluca), including the protection and conservation of biodiversity; iii) support in the elaboration of the "General Law for the Management and Promotion of Fisheries and Aquaculture", which is under review at CENDEPESCA; iv) facilitator of the "National Plan for the Management of Fisheries and Aquaculture"; v) training provided, through the University of El Salvador to 57 local tourism operators; vi) manuals and the "Environmental Education Primer" for the sustainable use of biodiversity; vii) consultancy "Formulation of the National Plan for the Management of Fisheries and Aquaculture"; viii) updating the statistical system, by digitizing 35,000 field ballots for fishing records at different points in the national territory in order to carry out fishing statistics.

Outcome N°2: "The producers have the ability and are motivated to operate in accordance with the principles of biodiversity conservation and sustainability of resources"; the following activities were carried out: i) training for fishermen from Los Cóbano on the importance of the biological diversity; ii) study: "Diagnosis of Shark and Manta ray Species nationally, including size and weight of the species, as well as sexing and determination of occurrence of pregnant females, neonates and other parameters agreed by the MARN"; iii) improvement of storage centers of 3 fishermen's cooperatives (ACOPACIFICO, ACOSEMPPET and ASPESCU). These improvements consisted of cementing floors, installation of processing tables, installation of drinking water and septic tank, installation of dry-salting tables; iv) arrangement of artificial reefs in Jiquilisco and Jatepelque (20 blocks of approximately 70 by 70 cm each); v) definition of needs in fishermen's cooperatives through the Supplier's Development Program and the Chamber of Commerce of El Salvador; vi) installation of 2 toilets for communal use in Los Cóbano and Acajutla beach, consisting of 6 bathrooms, 2 showers and a bathroom for disabled; vii) delivery of small equipment to fishermen to promote the product "Artisanal Fishing Tour" in Los Cóbano (75 people), consisting of a boat, outboard motor, canopy, life jackets; viii) delivery of fishing gear authorized for the responsible fishing (hand line, longline, gillnet, permitted fishing area) for 653 artisanal fishermen of the ZCM; ix)

¹⁶ See: Prodoc page 7.

Workshops for fishermen to promote organization, including non-reimbursable incentives by PESCAR and streamlining of procedures by CENDEPESCA to obtain a fisherman's license; X) study: "Fish Catalog of the Jiquilisco and Jaltepeque Artificial Reefs"; (Xi) "Catalog of trawling species of marine shrimp in the coastal zone of El Salvador".

Outcome N°3: "National and local institutions are able to effectively support the incorporation of biodiversity considerations into the management of the coastal and marine zone", there is: i) training for officials of the environmental units of 11 municipalities; ii) support for the CORSATUR Environmental Unit (hiring of personnel, purchase of a plotter); iii) implementation of a computer system for the collection of environmental complaints (from municipal environmental units and natural and legal persons); iv) zoning of Los Cóbano Bay and the eastern coastal strip, conducted by the University of Cantabria; v) design of a system of self-assessment of impacts on biodiversity for companies in the tourism sector; vi) action guidelines for the use of resources scale 1: 25,000; vii) environmental zoning of territorial units of extreme and high environmental sensitivity scale 1: 5,000; viii) zoning guidelines; ix) pilot implementation of pumping fish detection systems in the Jiquilisco Bay, using the sonar technique; x) pilot project for the equipping of industrial fishing boats with radio frequency systems to monitor the entry of these vessels within the three miles exclusively for small-scale fishing; xi) elaboration of the "Manual for Responsible Observation of Cetaceans in El Salvador"; xii) delivery of a motorboat to rangers in Los Cóbano; xiii) delivery of powered boat to CENDEPESCA, for inspection and control work.

Adaptive Management

As mentioned in previous sections, the project life cycle started in 2008 with the PPG and then the project document (2010) was developed, and it was finally approved in April 2011. The implementation started in July 2011, and should have lasted for four years (August 2015).

The second key situation that played against the management of the project was the excessive rotation of project coordinators (4 coordinators with an average duration of 1 year, with several months of vacancies between one coordinators) and the change of execution team. Also, the high turnover of key executives in CENDEPESCA (4 directors during the execution of the project).

Undoubtedly, no project can carry out an adequate management in a context of a constant institutional instability of the executing entities and project partners.

The milestone where adaptive management started, is fully linked to the mid-term evaluation, which made recommendations to improve the poor performance of the project 2011-2014. In this regard, MARN and UNDP responded well to the challenge and made the necessary changes in procurement procedures and the targeting of project activities and outputs.

Because the change of indicators is a cumbersome procedure within the GEF (requiring substantive review), the implementation focused on the execution of the main outputs of the project.

The other possibility of adaptive management rests with the steering group, but they stopped strategic decision making, perhaps due to the continuous change of project coordinators. Apparently, there was also poor communication between project coordinators, MARN, UNDP and the steering group.

In fact, in 2012 the project coordinators had already detected and reported to MARN about the risk of not achieving the project outputs due to TOR high number of mid-term reviews, prior to its approval by the

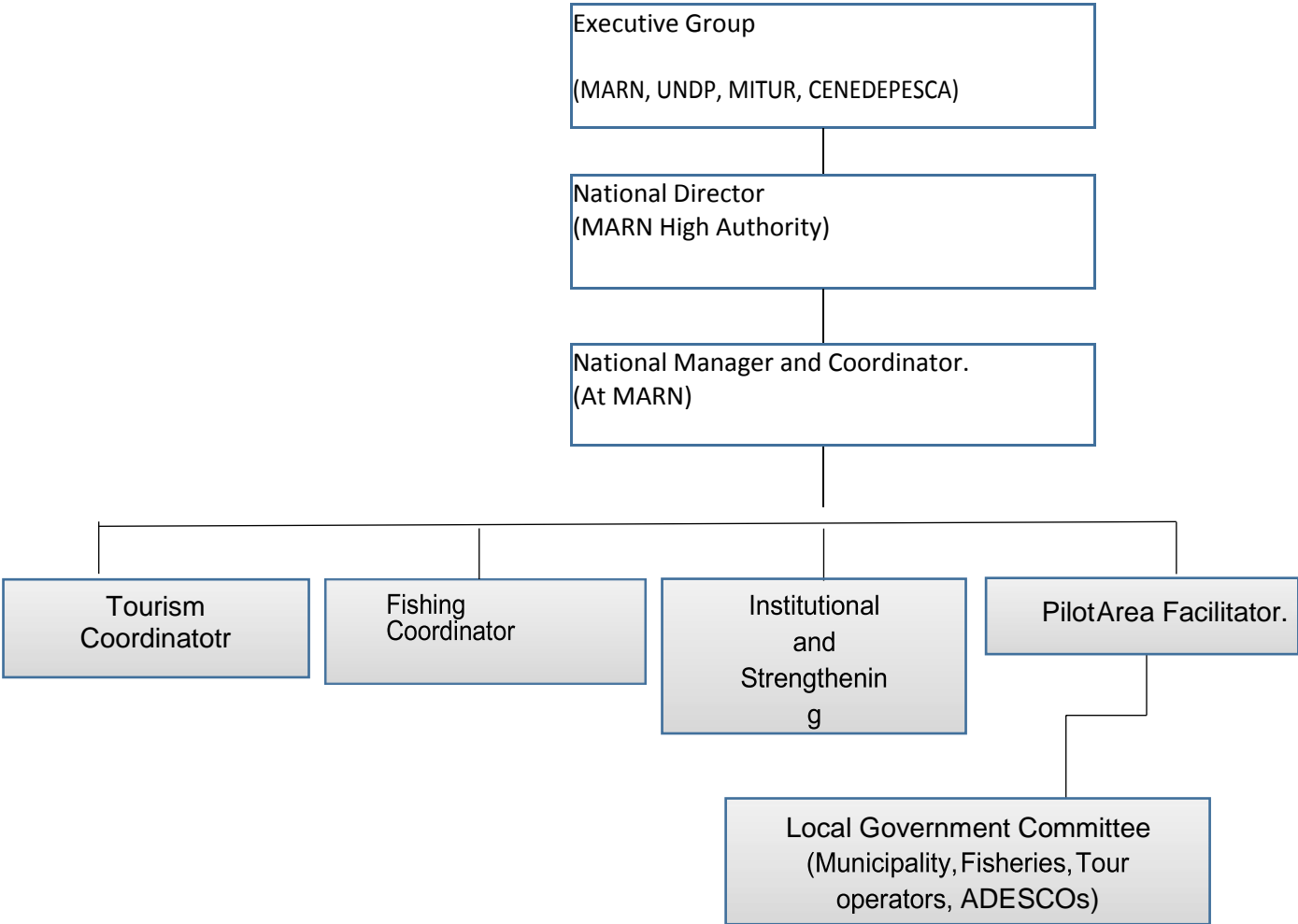
ministerial office¹⁷. However, such risks do not appear in the minutes of the steering group meetings or in the PIRs / APRs of the project. In 2014, the management group defined the low execution of the project as problems, operational/administrative weaknesses, but never as risk, so that its decisions were to transfer the remaining budget from year to year¹⁸.

Associations agreements

The MARN was responsible for the project execution (as an executing agency), while the UNDP was the GEF implementing agency. MITUR and CENEDEPESCA were the national partners.

The project director was the highest authority of MARN or designated by MARN, and a coordinator would be appointed to manage the project and its activities. There would also be project staff in MITUR, CENEDEPESCA and the MARN office in Los C6banos (where the pilot project would be carried out). Figure 2 shows the project management arrangements.

Fig. N°2: Project organization according to the prodoc.



¹⁷ See: "Annual Executing Report"; Reported period: January 1° to December 2012; February 8, 2013.

¹⁸ See, for example, "Executive Board minutes- Third Quarter of 2013, UNDP CO El Salvador, October 7 2013".

The organization of the project team was not conducted according to the document, since the team only worked in MARN and CENDEPESCA did not recruit any staff to work in this office or in MITUR and the local office in Los Cóbano.

It would have been pertinent if local experts were allocated the offices of the implementing partners, since this execution method involves mainly the parties involved and also has a more expeditious access to the internal information of the different institutions.

There is an evidence that the local government committee in Los Cóbano, never existed. The project staff communicated directly with the municipality and the various community organizations. The interviews with local actors reveal that the information was very biased and in many cases, there were misunderstandings regarding the works that were being carried out in the site. The same situation occurred in Jiquilisco and San Dionisio (sample municipalities for interviews), although the local territorial table is located there, where all the relevant organizations and institutions participate. In several occasions, the project reported to the board about the project and its activities. However, the implementation of the activities was neither coordinated nor adequately informed to the stakeholders.

The main functions of the executive group, were the discussion of strategic issues of the project and take mutually agreed measurements regarding the administration and the arbitration and the conflict resolution that might have arose during the project execution¹⁹. The executive group was composed by the MARN, PNUD, MITUR and CENDEPESCA.

FIAES, the responsible entity for co-the financing of US\$3 million, was not included within the structure of the project and the management group. In fact, the roles within the Steering Committee involve the representation of the co-financiers and the suppliers of technical knowledge²⁰. FIAES was the institution that had both characteristics its technical expertise was not capitalized on the implementation of the biodiversity protection projects throughout the country²¹.

Until 2014, the budget execution of the project was less than 30%, and the project had serious delays on the original planning. The main causes of the delayed of the implementation, were the constant rotation of project coordinators and the executing team. The other major cause was the excessive revisions of the TOR of the administrative process that involved the technical teams, administrative and procurement divisions of the MARN (the final approval was in the hands of the ministerial cabinet of MARN). The confusion of the roles of each reviewer is explained, since the administrative, financial and legal offices also reviewed the technical part of the documents. It appears that the limits of each reviewer were not defined or agreed and the documents were rejected for different reasons.

At the field level, there is a lack of coordination between the project and the actors, as a result, the products of the project are unknown. At this level of implementation, there is no collaboration between the project and FIAES, for example. This situation is also reflected in some annual project implementation reports that recommended to improve coordination among the actors by creating the corresponding mechanisms²².

¹⁹ See page 7, "Programme & Project Management Roles", UNDP.

²⁰ IDEM 4, page 7.

²¹ For further details of the activities of this institution see: <http://www.fiaes.org.sv/>

²² See example: "Annual Execution Report", from January 1° to December 31, 2014".

There was no significant involvement of MITUR and CENDEPESCA, at least during the first half of the project that means that some of the relevant project products did not received a feedback from those institutions. The role of CENDEPESCA in the project deserves a special attention (this institution did not participate in the project development), since the lack of coordination is evident: they did not participate in the review of the TOR for the consultancy zoning work and its participation in the fishing plan²³, the pilot project for the control and surveillance of boats, the study of sharks and manta rays, was not adequate.

Monitoring and Evaluation: input and execution design

During 2014, the project had a mid-term review (MTR) that described the implementation and the effectiveness of the intervention as "somewhat unsatisfactory". The monitoring and evaluation system was classified as "somewhat satisfactory".

The main findings of this review were: i) the project indicators needed to be redefined and improved; ii) poor visibility of the project in terms of activities and outputs; iii) poor implementation and achievement; iv) lack of ownership by key actors (MITUR and CENDEPESCA); v) low disbursement (only 30% of the budget by 2014); vi) low participation of relevant stakeholders during the project development process.

Based on the findings above mentioned, the MTR recommended the following: i) the extension of the project for one year; ii) activities review and prioritization according to the schedule and the budget; iii) adjustments to the project (conceptual review, indicators, etc.); v) strengthening the monitoring and follow-up activities; v) greater visibility of the project; vi) strengthening the gender dimension; vii) develop a project closing strategy and viii) allow the collaboration with other projects.

The project team carried out an annual planning for activities and the related budgets, which had to be modified due to delays in the MARN internal administrative processes.

As discussed in the sections, the project follow-up activities have been modest, since timely corrective decisions on project risks detected during implementation were not carry out. In fact, in 2012, the project coordinators had already detected and reported to the MARN the risk of not achieving project output due to multiple TOR mid-term reviews prior to its approval by the ministerial office. However, such risks do not appear in the minutes of the steering group meetings or in the PIRs/APRs of the project. In 2014, the management group stated the low execution of the project as problems, operational / administrative weaknesses, but never as risk, so that the decision was to transfer the remaining budget from year to year.

The project works has not been adequately monitored. The evaluator's interviews and the observation in the field, show that all the sample works of the of project are unfinished (baths without light or water, equipment of fishing cooperatives still in process), this situation may get worse because there is not a project team to control the completion of those works and the Acajutla Municipality is not eager to speed up the works.

The project team used the tracking tool for the GEF biodiversity projects completing the data in the Excel spreadsheet, but it was not used during the project execution.

Project funding

²³ See example: "Meeting minutes of the Executive Board 2015", UNDP, San Salvador, January, 2015

The project had a total budget of US\$8.91 million, of which the GEF donated US\$2.35 million. As a counterpart, MITUR, AECl, FIAS would contribute US\$2 million, US\$497,000 and US\$3 million respectively. In addition, MITUR and MARN would provide resources in kind for US\$500,000 and US\$554,000 respectively.

Table No. 4 shows the co-financing to July 2014 included in the mid-term evaluation report. The co-financing recorded in the documentation provided to the final evaluator, is very difficult to estimate, as there are no clear figures regarding the activities financed through FIAES, AECl or MITUR. The Table N°5 contains the information collected by the evaluator up to June 2014, but the figures are fully added and it includes a contribution made by CORSATUR in 2010, one year before the beginning of the project²⁴. The situation of the counterparts in kind is similar.

In any case, the figures from the mid-term evaluation and the ones collected by the final evaluator agree that the country complied with this commitment, but it is not possible to detail the activities that were financed with the resources.

Table N°4: Cofinancing to July 2014, in US\$.

Cofinancing (type/source)	UNDP-GEF Funding (US\$ millions)		Government (US\$ millions)		Partner Entity (US\$ millions)		Total (US\$ millions)
	Planned	Real	Planned	Real	Planned	Real	
Grants \$	2 354 545	2 354 545	MITUR 2 500 000	0	AECID 497 347	AECID 498 750	6446784
			MARN 554 468	427 846	FIAES 3 000 000	FIAES 3 174 643	
					UNDP 12 625	UNDP 0	
Loans/grants	0		0		0		0
In kind	0		MITUR 70 000		0		0
Other	0		0		0		0
Total	2 354 545	2 354 545	3 124 468	427 846	3 509 972	3 673 393	6446784

²⁴ POA and BPT Execution 2015-xls; summary sheet.

Table N°5: Counterparts data provided by the project²⁵

YEAR	MARN	CORSATUR	FIAES	AECID	Total(US\$)
2010		2,457,640	484,606		2,942,246
2011	69,298		1,265,209		1,334,507
2012	113,025		483,332	495,000	1,091,357
2013	183,225		941,498		1,124,722
2014	62,298		-		62,298
Total(US\$)	427,847	2,457,640	3,174,644	495,000	6,555,130

Table 6 shows the expenditure progress of the GEF resources made during from November 2011 to December 2015.

Although the project officially began in July 2011, the pertinent expenditures for that year were made only in November and December, which meant a disbursement of only 5% of the total amount for that year. In 2012, 18% of the estimated budget of the year was disbursed, while in 2013, the expenditures amounted to 78% of the estimated budget. By 2014, about US\$ 1 million was spent and US \$ 865,000 was spent in 2015. To summarize, in the last 2 years (2014-2015), about 77% of the total project budget was spent.

Table N°6: Total project expenditures in US\$ (2011-2015).

Outcome/ year	2011 (year 1)			2012 (year 2)			2013 (year 3)			2014 (year 4)			2015 Total (US\$)			
	Prodoc	Real	%	Prodoc	Real	%	Prodoc	Real	%	Prodoc	Real	%	Real	Prodoc	Real	%
Outcome 1	142	7	5	125	109	87	92	31	33	86	86.45	101	75	445	308	69
Outcome 2	147	-	0	528	9	2	257	55	21	171	385.96	226	337	1,102	786	71
Outcome 3	131	-	0	162	12	7	136	173	127	143	321.91	225	352	572	859	150
Outcome 4	57	-	0	65	24	37	39	148	381	75	192.01	256	101	235	465	197
Total (US\$)	477	7	5	880	154	18	524	406	78	474	986.33	208	865	2,355	2,418	103

As mentioned above, one of the fundamental reasons for the delays in the first half of the project was due to the excessive number of TOR review within the MARN. The situation in 2014 and 2015 improved because it was decided that MARN to carried out TOR technical reviews for contracting, while UNDP would take over the administrative and financial processes.

The expenditure figures shown in Table No. 6 indicate that reallocations were made between the different results. Results N° 1 and N° 2 were reduced by about 30%, while results N° 3 and N° 4 increased by 50% and almost 100% respectively. There is also an estimated 3% overrun according to the expenditure figures provided by UNDP and the project.

²⁵ Figures taken from the UNDP ATLAS system, there are some adjustments of approximately US\$ 87 that justifies the excess of expenses over the project Budget.

8 institutions invested almost 40% of the expenses in contracting, the rest were on personnel, consultancies under US\$ 50,000 and other smaller contracting

Table N°7: Detail of the most relevant costs of the project

Entity	Amount (US\$)
CAMARA DE COMERCIO E INDUSTRIA DE EL SAL	56,000
ECSSA EL SALVADOR, S.A. DE C.V.	71,028
EQUIPOS PARA LABORATORIOS, S.A. DE C.V.	94,650
FUNDACION INSTITUTO DE HIDRAULICA	119,425
MARN	218,060
MARINA INDUSTRIAL, S.A. DE C.V.	178,447
TELESIS, S.A. DE C.V.	143,547
UNIVERSIDAD DE EL SALVADOR	63,001
Total	944,158

Coordination in the implementation and execution

The UNDP, MARN, MITUR and CENDEPESCA were the key stakeholders that executed the project and its different activities. The other key actors-beneficiaries were the pilot area municipalities, the national police, community organizations, fishermen and small local tourism operators.

In previous sections was mentioned that the coordination on the field was moderate, there were some communication issues to disseminate the project information, objectives and activities among the local actors involved.

The coordination did not work properly at the central level, there was a lack of participation of some of the actors like CENDEPESCA. There was no coordination with FIAES, who was the most important co-financier of the project. Coordination at higher levels was timely conducted, except for the coordination in the implementation of the actions on the field that assumed that high-level decisions are automatically transmitted to intermediate levels and to the beneficiaries.

The UNDP was the institution that supervised and supported the project's actions, providing technical support when required and services to call for tenders, supporting the development of TOR and performing payments to suppliers. The UNDP was also part of the Project Steering Committee.

The supervision of the UNDP El Salvador office was not reasonable since, as part of the Project Steering Committee, this entity did not take adequate corrective measures on time regarding project management (Corrective measures were taken only in the mid-2014, after the MTR). After the MTR, the supervision improved and procedures for TOR approval and procurement were more expeditious, allowing the activities to be funded according to project scheduling.

3.3 Project outcomes

Overall outcomes (goal achievements)

The remark is that the project has provided relevant information on the biodiversity resources in the intervened coastal marine areas, regardless of criticisms or improvements that may be made to improve the reliability and the application of this information.

In general, the objective of all the GEF activities linked to biodiversity, is to protect the world-wide biodiversity of El Salvador, and the project has advanced in that direction, although it is difficult to quantify a specific contribution.

Due to the excessive extend of the indicators (maintenance of all the country's marine-coastal conservation areas, mangroves, corals, etc.), and the weakness of other indicators (species sizes and available biomass, for example), **it is difficult to state that the project has maintained or increased the protection**, because of the number of agents that are simultaneously intervening in the same areas and the limited coordination with those entities. The reports are limited and the figures are vaguely described, thus, it undermines the project and its achievements, there are general aspects (strengthening, meeting, synergies, equipping, etc.), without detailing the dates, amounts, etc.

Strictly speaking, the same studies carried out by the project indicate a greater pressure on species such as sharks and shrimps²⁶.

The promotion of intersectoral approaches. Biodiversity protection through the tourism and fisheries sectors, MITUR and CENEDEPESCA have jointly with the national police, the municipalities involved and the community organizations. However, the accomplishment is partial, since the execution had major problems of coordination and management with the actors, which has affected the impact of the project and its activities. However, state agencies are learning to coordinate to achieve more meaningful effects in their interventions.

Outcome 1: "The policies and regulations of the tourism and fishery sectors support production forms consistent with the biodiversity conservation and with the sustainability of resources", the project managed to elaborate fishing plans, proposed amendments to the fishing law and adopted some ordinances with standards for the protection of the biological diversity, generated useful information on the biological resources of the marine-coastal areas and proposed guidelines for some zoning. However, this outcome was partially achieved since most of the legislation that has been developed has not been approved by the relevant bodies yet (in the case of the fishing law, some municipal ordinances and sustainable tourism). Although there is some progress on the amendment of the fishing law in contrast with the one in force since 2001, the new proposal does not include the minimum catch sizes for most species, or the implementation of fishing fees, which are two very important conditions for the biodiversity protection.

Outcome N°2: "The producers have the ability and are motivated to operate in accordance with the principles of biodiversity conservation and the sustainability of resources", it was partially achieved. There were training workshops for fishermen and small tourism operators to enable them to generate resources through the responsible management of the biodiversity, and some financial support was provided to improve the infrastructure of some fishermen's cooperatives. The visit during the final evaluation mission demonstrated that the works were not finished and therefore, the works are not operating (in the cases of two fishermen's

²⁶ See the project studies: i) "Diagnosis of Shark and Mata Ray Species at national level, including sizes, weight, sexing and prediction of pregnancy in females, neonates and other parameters established by the MARN"; ii) "Distribution and Prosperity of the shrimp marine resource and corresponding fauna through a projecting survey in El Salvador's coast up to 6 nautical miles.

cooperatives and community bathrooms in LosCóbanos).

The demonstration project in one of the fishermen's cooperatives will be very successful (the drying works of fish still unfinished), due to the positive experience with different international cooperation agencies, organization and management abilities, but the assessment mission exposed that, in general, fishermen still depend on intermediaries, continuing a relationship of that accentuates their poverty.

Outcome N°3: "National and local institutions are able to effectively support the incorporation of biodiversity aspects in the management of the coastal and marine area". This outcome is partially achieved. The municipalities already had an Environmental Unit, and the same official in charge of biodiversity issues, waste, etc., in addition to the inspections in the territory. The entities that have been strengthened to fulfill their role to control fishing regulations and the biodiversity protection, (boat delivery, boat detection systems, zoning, training, improvement of online reporting system), show a structural problem due to the lack of resources and a monitoring model that does not allow the adequate care of the ecosystems. The CENDEPESCA inspectors and the responsible for the MARN resources, do not make the necessary seizures when they detect irregularities, and they only warn the infringers for their non-compliance with the regulations. This situation is mainly due to the fact that these inspectors belong to the same infringing communities and are also subject of intimidation by criminal gangs. On the other hand, the patrolling by CENDEPESCA are carried out sporadically and only during working hours.

As a conclusion the institutions do not effectively support the regulation with adequate controls.

Table No. 8 Shows a summary of the progress of the activities and their results, as well as their individual rating.

Table N°8: Summary of the project progress towards the achievement of its objectives

Goal/Objective /Outcome	Performance indicator	Baseline	Goal at the end of the Project (2014)	Status at the end of the Project (2015)	Comments of the Final Evaluation Rating
Objective: To promote cross-sectoral approaches for the BD conservation through the fishing and tourism sectors	Mangrove areas, coral reefs located along the Salvadoran coast, number of turtle nests, available shrimp biomass	Protected areas, number of turtle nests, 266 tons of shrimp available	Same number of protected areas, same number of turtle nests, one-thousand tons of shrimp available.	The protection of areas continue, sustainable fishing should not exceed 240 tons	The indicators are not suitable due to the limitations of the project and the challenge to assign the project all the protected area where many donors intervene with similar goals. The indicator for shrimp exceeds the amount of sustainable catch (around 240 tons). SS
Outcome 1: The policies and the regulations for the fishing and tourism sectors support production forms that are consistent with the BD conservation and the sustainability of the resources	There is a National Policy for sustainable tourism that include dispositions for the BD conservation	There is a General Plan for Tourism Development	There is a national policy and a plan for the promotion and the development of sustainable tourism with dispositions for BD conservation	Tourism Policy and governance guidelines were developed	MITUR lowered the policy level and remained as guidelines, pending on the approval of a BID project on Sustainable Tourism SS
	There is a Sustainable Fishing Policy	There is a National Fishing Policy, but it does not include specific dispositions for BD conservation and sustainability	Sustainable Fishing Policy jointly developed by CENEDEPESCA and MARN, being implemented	The fishing policy and a proposal for the amendment of the fishing policy in force were developed	The policy is in force, but the fishing law is still under review by different entities and it is not in force yet SS

Goal/Objective /Outcome	Performance indicator	Baseline	Goal at the end of the Project (2014)	Status at the end of the Project (2015)	Comments of the Final Evaluation Rating
	Number of active members in the Sustainable Tourism Network (STN)	There is not a Sustainable Tourism Network	STN active members including: MITUR CORSATUR Representatives of tour operators from the private sector - Municipal Governments	The project was based on the rural tourism network existing since 2009	The project included biodiversity aspects into an existing network SS
	The number of municipalities along the coastal marine zone actively collaborating with central government entities in the planning and promotion of BD-friendly tourism and fishing.	0	18	Municipalities received training on biodiversity, elements of geographic information systems and guidelines for coastal marine zoning.	Even though there was some work done with the municipalities, that does not mean that they are actively collaborating, since the project has not been appreciated SS
	Progress level in the development of standards for sustainable production for the tourism and fishing	A General Law for the Order and the Promotion of Fisheries and Aquaculture	A General Law for the Order and the Promotion of Fisheries and Aquaculture and its regulations has been updated, including regulations for	Development of a fisheries policy and proposal for the amendment of the current Fisheries Law	The policy is in force, but the Fisheries Law is under the review in different entities, and therefore is not operating yet. The control of the regulations is still weak. In addition, the proposal for the Fisheries Law precludes catching fees or sizes for most of the SS

Goal/Objective /Outcome	Performance indicator	Baseline	Goal at the end of the Project (2014)	Status at the end of the Project (2015)	Comments of the Final Evaluation	Rating
	sectors		sustainable fisheries		species.	
	Number of key entities with functional systems to monitor the conditions or the status of the natural resources	MARN	MARN MITUR CENDEPESCA CONAPESCA	Training sessions and donation of equipment for boat control have been carried out. Boats have been donated to improve patrolling and the improvement of an online reporting system	The control system implemented by the MARN and CENDEPESCA suffers from structural deficiencies to achieve the regulatory compliance. The necessary seizures are not carried out and patrolling and staff are scarce.	VS
	Number of institutions with specific strategic guidelines included in the strategic plans for the conservation and the recovery of natural resources.		MARN MITUR CENDEPESCA	All the institutions have integrated BD guidelines	The guidelines are not implemented on the field.	MS

Goal/Objective /Outcome	Performance indicator	Baseline	Goal at the end of the Project (2014)	Status at the end of the Project (2015)	Comments of the Final Evaluation	Rating
Outcome 2: The producers have the ability and are motivated to operate in accordance with the conservation principles and the sustainability of the resources	i) Average size of mollusks and crustaceans caught in Los Cóbano; ii) Average size of sharks (S. lewini) caught	Length in cm	Increase in length	CENDEPESCA does not have all the information	The studies conducted and funded by the project ²⁷ show that the size- based indicators are wrong for sharks and crustaceans, as they are too small and they describe young specimens with no reproductive cycle.	MI
	Number of fishermen selling directly to consumers in the main urban markets	46 members of the El Cuco ADESCO	144 organized fisheries in Los Cóbano sell directly to the consumers (tourists, public, restaurants and businesses)	There are no figures the number of fisheries that are selling directly to the public due to the project	According to the interviews and the documentation, the fishermen continue to depend on the intermediaries. Some cooperatives are selling their products directly to the consumers, as they did before the project began. This project is an additional support, but it is not a decisive factor.	SI
	Number of fishermen adopting some of the BD- friendly standards along the coastal marine zone	325 (2.5% of the total)	650 (5% of the total)		There are no specific figures on these practices.	The project assumes that, the practices improve by delivering the equipment. It is necessary a follow-up of the equipment to determine if the practices or the sustainable practices have been adopted

²⁷ For Further details, see numbers 7,8, 9 y 26 and discussion in Section 3.1

Goal/Objective /Outcome	Performance indicator	Baseline	Goal at the end of the Project (2014)	Status at the end of the Project (2015)	Comments of the Final Evaluation	Rating
	Number of artisanal fishers members of fishing cooperatives	2,000	4,000	According to the figures provided by CENEDEPESCA, by 2013, there were 232 cooperatives, 33 of which were established in 2012 (765 new fishermen) when the project started. By 2013, there were 5,650 organized fishermen.	In 2011 there were 158 fishing cooperatives with 4,039 members, 1/3 of them were women.	R
	Unit prices received by fishermen in Los Cóbano who participate in the plans	<u>Price paid to the producer (US\$/lb.)</u>	<u>Price paid to the producer (US\$/lb.)</u>	There are no studies on prices, which also vary on the season. Visits to the sample cooperatives	Fishing organizations like ASPESCU and ACOPACIFICO, received support for infrastructure improvement and	SI
	for the direct selling of products to the consumers in the main urban markets	Shark 1 Shrimp 2.25	Shark 1.90 Shrimp 3.68	benefited showed that the works were not yet finished, but there is a background to conclude that the works will be ready during the first quarter of 2016. The interviews also indicate that the fishermen depend mainly on the intermediaries.	to process and conserve fresh and salted fish. Both cooperatives were already selling their products directly to the public before the project started.	
	Proportional contribution of nature-based tourism income to the tourism sector revenues	10%	40%	There are no studies indicating that tourism revenues have increased due to the project.	The indicator unsuitable, since there is not a measurement method or information available to conduct a comparison.	SI

Goal/Objective /Outcome	Performance indicator	Baseline	Goal at the end of the Project (2014)	Status at the end of the Project (2015)	Comments of the Final Evaluation	Rating
Outcome 3: National and local institutions are able to effectively support the integration of the BD aspects into the management of the coastal marine zone	Number of municipalities with designated personnel to support and regulate production activities in line with DB aspects.	4	18	The municipalities already had personnel for their environmental units and the sample visited indicates that there is no increase in personnel to deal with biodiversity issues, the responsibility falls into the same official.	The municipalities make efforts to improve the BD by planting mangroves and monitoring the compliance with the regulations. However, the climate of fear of the inspectors and the lack of coordination with the MARN in the processing of complaints resulting in a low rate of sanctions and a decrease in the control.	SI
	Number of tour operators (hotels and restaurants) subject to annual inspections of the BD effects and mitigation measurements (by the central and municipal governments, regulating entities of the sector or by the authorized entities)	3	25% of the companies registered in the 18 coastal municipalities	The biodiversity awareness improved among small and medium-sized tourism operators, but there is no information that indicates that those operators are inspected annually.	The project supported the strengthening of the existing rural tourism network, provided training to small tour operators and built community bathrooms in Los Cóbano. MITUR developed a very successful touristic where tourist pay to participate in turtle releasing.	SI

Goal/Objective /Outcome	Performance indicator	Baseline	Goal at the end of the Project (2014)	Status at the end of the Project (2015)	Comments of the Final Evaluation	Rating
	Coastal and marine zone covered by zoning and sustainable development plans for tourism and fishing.	145km2 of water reserve (5 reservations)	Area of coastal and marine covered by zoning and sustainable development plans for tourism and fisheries	Preparation of guide to support municipalities in zoning. The zoning was done in Los Cóbános, mainly, in the coastal boarder without the marine area. More than 160 available species have been identified and an AMSAR sheet has been developed in Jquilisco and Los Cóbános. Management Plans for the Taquillo Complex and Los Cóbános Complex have been completed.	Although there is some progress, there is much more to be done in the areas or aquatic management, exclusive fishing areas and buffering zones that are documented and will be a valuable contribution to the national knowledge.	SI
	Amount of funds focused on the supervision, control and promotion of BD-friendly activities, from corporate responsible programs to municipal fiscal mechanisms.	To be defined at the beginning of the project	To be defined at the beginning of the project	To December 2015, the reports indicate the allocation of funds for US\$21.1 million for environmental compensation, but there is not a breakdown of the contributing entities and the funded activities in the sites benefited by those activities.	With the information available, it is impossible to verify the amount of the resources and their use (present or future). It is impossible to indicate whether there is an increase in these resources due to the project activities, because there are no benchmarks.	SI

Relevance

The project is still relevant to the country and it has helped government entities to learn and practice collaboration and understanding to solve situations that involve common objectives and activities.

Likewise, we have learned to work with the direct beneficiaries, in a more participatory and transparent way.

The issues addressed by this project remain as priorities, due to the great pressure being exerted on coastal marine resources, where some species have decreased in size and in quantity, while other ecosystems such as the mangroves, continue decreasing due to illegal deforestation and pollution by chemicals, sewage and waste disposal.

The issues addressed by this project are still under the UNDP and GEF plans (there is a new project on wetlands) and an IDB loan will address the growth of tourism through sustainable practices.

In addition, new policies and guidelines on tourism and biodiversity have been developed, along with proposals to amend the fishing law, which require approval to be implemented bringing new challenges for institutional strengthening of the entities responsible of the enforcement of the new provisions.

Effectiveness and efficiency

An aspect that attracted the attention of the evaluator is the lack of ownership of the project by its coordinators. The lack of autonomy to make decisions and the lack of ability to influence the higher levels of the MARN, have been a reason for the delay in the implementation of the project.

As explained in previous sections, the project suffered serious delays in its implementation, due to the administrative procedures of MARN to solve project acquisitions, as well as serious coordination shortages of national and local stakeholders.

This situation began to flow during the second half (with an extension of the project), where 80% of the resources was spent in 2 years, reallocating the different results.

The project managed to deliver its products in 2015, through a "fast track" of the execution of the budget and personnel performance, affecting the quality of products that has been questioned by some experts.

As an example of the above, the zoning in Los Cóbános was partially completed, and it mostly covers the territorial aspects, without ground and aquatic background planning. It is also mentioned that studies of shrimp biomass, shark and manta rays have been inadequate, since, due to the need of finishing within the established timeframes, the minimum reproduction cycle required by the studies was not conveyed.

For the same reasons, the works visited during the evaluation mission were incomplete and non-operative, some of which (community bathrooms in Los Cóbános) had no delivery date.

Another consequence of the tight execution period, is the scarce follow-up to the works and the activities executed. The monitoring is likely impossible to occur, since the project ends in December of 2015 and there is no personnel designated to conduct this activity.

National involvement

As it was mentioned in previous sections, the project was designed mainly by MARN and by technical experts, without a significant participation of local actors and the institutions involved, such as CENDEPESCA, the national police and port authorities.

This situation was improved during the execution, when CENDEPESCA, the municipalities and the police were included. MITUR improved its participation, which, in the evaluator's opinion, it was the institution that was the most benefited by the project.

It is necessary to achieve a greater ownership for the local actors, where the evaluator noticed a certain weariness due to the number of projects and entities that are continuously intervening in the territories, without much coordination between them and with diffuse visibility for the actors, due to the lack of transparency or "accountability" for the actions carried out towards the local communities that are the object of the interventions.

There stakeholders are aware of the need for a resolution or a reduction of environmental issues related to biodiversity. This is evident in MARN and CENDEPESCA and some municipalities. It is unclear whether fishermen and other community-based organizations are aware of these issues, as they are more concerned about their basic survival needs, both economic and to avoid being victims of extortion and gang violence in the coastal areas of the country.

Sustainability

The sustainability of the project results is not guaranteed, mainly due to the lack of monitoring of the actions carried out and because it is not a concern among the fishermen's organizations (except for Cóbano and La Unión). From the revised documentation and the interviews, it was not possible to summarize a set of actions agreed that could assure the achievement of the final results of the activities that are still in progress, being the most important one the amendment of the fishing law. This proposed amendment of the fisheries law is still under review and if the necessary steps are not taken by MARN, it may be over delayed.

It is possible that the development and the approval of sustainable tourism regulations will take place as the IDB project will continue working on this task.

The reduction of the extension of the protected areas are not threaten by authority resolutions, although the depletion of resources will likely continue due to the poor enforcement in the compliance of dispositions in those areas.

There are no risks in the financial sustainability of the activities conducted, as long as there is projects with international support that continue carrying out biodiversity protection activities, such as the IDB sustainable tourism project and the mangrove protection project that is carried out by the FIAES and the German embassy.

The sustainability of local governance is not guaranteed due to the environment of uncertainty and the prevalence of violence in the coastal areas where the project was implemented, in addition to the lack of financial capacity and the existing staff in municipalities and community groups.

On the other hand, high-level institutional governance of sectoral authorities is also guaranteed, but not at

intermediate and field levels for these same institutions, if, as the evaluator observed, the lack of coordination in the project execution continues.

The environmental sustainability is not at risk from the point of view of diminishing the areas of protected areas. However, the environmental quality of these areas will not be guaranteed if the inadequate conditions in control remain occurring in these areas.

Project impact

Although it is not clearly defined, the overall environmental objective of this project is to introduce significant improvements in the conservation conditions of the globally relevant biodiversity located in the country's marine-coastal areas, especially in the central west region. Therefore, the pressures on biodiversity in the marine-coastal region should be significantly reduced by the interventions carried out by the project.

According to the logic frame established in the project, the achievement of this global environmental objective would be the result of the transversal application of biodiversity conservation matters in the tourism and fishing sectors, that involve the development of fisheries and sustainable tourism and the strengthening of the institutions to enforce the regulations and the local actors should adopt sustainable practices for the exploitation of coastal marine resources in fishing and tourism activities.

As discussed in previous sections, fishing regulations are not approved and the implementation term is uncertain, while the adoption of sustainable practices by fishermen could not be verified, since there are no reports on the current use of the fishing equipment provided by the project, and it was not possible to verify through interviews with the beneficiaries. The fishermen's organizations did not become independent of intermediaries (according to prodoc, it is an unfair relationship), except that since the beginning of the project, there was a fishing cooperative that sold the products and set the prices.

In order to achieve a well-organized structure, it is necessary a close coordination between the actors involved. However, during the first half of the project, the coordination had serious shortcomings, and there was no coordination at all with the other co-financiers (e.g. FIAES). Therefore, this situation reduces the impact predicted by that the project.

To achieve the environmental achievement of reducing pressures on biodiversity, it is necessary to achieve a transitional or intermediate result that is not specified in the prodoc, which is to achieve an improvement in the management of marine-coastal protected areas of the country. As discussed earlier, the indicators do not measure the management improvement of the marine-coastal areas, or the increase in institutional budgets for monitoring and control or increased of the frequency of patrols, or sanctions. According to the information collected from the municipalities, communication with the MARN is ineffective, when they want to learn about the development and the results of the complaints for breach of the regulations regarding the care of the biodiversity.

The project indicators only include the maintenance of the protected marine-coastal areas and the size of the species to be captured (as discussed above, this indicator has been questioned by the experts interviewed and by the studies financed by the project). The area indicator is not adequate to estimate the progress in the management of these areas or to estimate the stress on biodiversity in a densely populated country such as El Salvador. In addition to the above, the existence of a large number of actors intervening independently and simultaneously in these same areas, makes it even more difficult to estimate the impact and / or contribution

of the project to the overall environmental objective.

Therefore, under the current conditions and the manner in which the project was organized, it is not possible to determine the impact of the project in terms of a "significant improvement" in the conservation status of the biodiversity or the decrease of the stress in the areas intervened by the project, mainly due to the inadequate indicators, as well as by the lack of documentation to determine the contribution of the project to the overall environmental objective and the coordination among the actors involved.

In terms of impact, the project contributed to support the foundations to the start-up of a process for the management improvement of the country's marine-coastal biodiversity, since it has contributed to improve the basic information regarding the situation of the marine-coastal biodiversity through their studies, which will certainly support the development of a sustainable fishing law with comprehensive information on the resources available. Also, the project initiated an unparalleled coordination process in the country's public sector among the different institutions involved.

Although difficult to quantify, the greatest impact of the project has been the learning experience for the different actors, regarding to collaboration and the setting of joint goals to be achieved through the collaboration and understanding of the individual capacities of each entity. This experience has been evident at the level of sectoral government institutions, which have had to resolve their discrepancies in order to obtain concrete results.

There is less impact on the local organizations, since the execution of the activities have been carried out directly between the MARN, MITUR or CENDEPESCA and the beneficiaries, without an active participation of the pertinent municipalities.

Project rating

Table N°9 Show the final ratings of the overall project and the GEF items that require rating.

Table N°9: Project final ratings.

1. Monitoring and Evaluation	Rating	2. Execution of IA and EA:	Rating
Entry design of S and E	AI	UNDP application quality	AS
Execution of the plan of S and E	AI	Execution quality: executing agency	AI
General quality of S and E	AI	Overall quality in application and execution quality	AI
3. Evaluation of the outcomes	Rating	4. Sustainability	Rating
Relevance	R	Financial resources	AP
Effectiveness	AI	Socio-political:	AP
Efficiency	AI	Institutional framework and governance:	AP
General rating of the project outcomes	AS	Environmental	AP

		Overall probability and sustainability: AP
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4. Conclusions, recommendations and lessons

4.1 General conclusions

Achievement of goals

The promotion of collective approaches for the protection of the biodiversity through the tourism and fishery sectors has been carried out by MITUR and CENDEPESCA, the national police, municipalities involved and community organizations. However, the accomplishment is partial, since the execution had major coordination and management problems with the actors that has affected the impact to the project and its activities.

In general, the greatest achievement of the project has been the learning experience among the governmental entities to reach agreements and common goals and activities and working collaboratively to achieve the intended results, in spite of the differences among the institutions. Although this is a partial achievement, this is a milestone for the central administration in future projects.

Design

The drafting of the project omitted all the relevant actors, resulting in appropriation issues during the first half of project execution. The project design was inconsistent because the indicators pertinent to the extension of the protected areas, were inadequate to assess this project. Such indicators were too broad to measure the progress of separate activities with local involvement. In addition, the indicators species size were inaccurate because of faulty information.

The shortcomings hinder the measurement of the improvement in the project intervention sites, and the measurement of the management in the coastal-marine areas, the reduction of the stress on the biodiversity and the project contribution in the areas where different organizations intervene simultaneously, mainly, because the project does not assign any role to the co-financers, even though, in theory, the resources allocated exceeded the GEF grant.

The design omits gender aspects and during the project implementation a limited number of women participated in some direct beneficiary organizations; there is no evidence that the project systematically addressed the gender approach by allocating specific activities and budget allocated to such activities. Therefore, the project design omitted gender aspects, which may reduce the anticipated impacts among the direct beneficiaries, as it does not represent the women's needs and standpoints.

Relevance

The project is absolutely relevant to El Salvador and pertinent to the country's need to stop the rising deterioration of mangroves, the over-exploitation of some species such as shrimp and shark, and to improve the conditions of coral reefs in the country. Likewise, the relevance of the project is also part of the country's urgent need to improve the information and the inventory of the existence and the capture of its marine-coastal resources, the elaboration of regulations specifying the maximum fishing sizes and their consequent

regulation and by the pertinent authorities, aimed to the improvement of management of the resources and the environment.

The public policies analyzed in this report match the priorities of government policies and programs on biodiversity, and are according to the GEF-4 operational programs (2006-2010) and the UNDP country program 2012-2015 on environmental sustainability and disaster management, support for capacity building of local institutions and actors, and the UNDP-led inclusive development approach.

On the other hand, the project has been relevant in promoting collaborative management and has helped government entities to learn and apply a collaboration and understanding environment to solve situations that require common objectives and activities for all these institutions.

The issues addressed by this project remain subject to the UNDP and the GEF plans (there is a new project on wetlands) and other aspects to address the tourism growth through sustainable practices, will be addressed by an IDB loan.

Efficiency

The project showed serious shortages in management, ranging from a high rotation of unauthorized coordinators to carry out the management, to the lack of monitoring of actions at the field level, along with a project with imprecise objectives and results. There were several delays in administrative procedures that prevented the smooth and coordinated implementation among key actors (including co-financiers), resulting in hasty product implementation during the years 3 and 4, affecting the quality of some studies that were questioned by some experts interviewed, and the fact that the project ended while the works were incomplete; as a conclusion, the execution of the project prioritized the fulfillment of the expenses schedule and the development of products, over their quality.

The coordination of the actors was scarce during the first half of the execution of the project, but it improved during the second half. The coordination with FIAES, the main co-financier of the project was not carried out. This institution worked on its daily activities, regardless of the organization of the project, without participating in the executive group (although the Minister of Environment is the FIAES President). The absence of coordination resulted in the lack of visibility of the project between the community and the actors, to the extent that it ended without a proper closing workshop to show the achievements and discuss the experience obtained and the future plans for other activities in the biodiversity sector.

Monitoring and evaluation

The follow-up and monitoring systems were unsuccessful in determining the causes of delays in the administrative procedures and solve the situation on a timely manner. In addition, there was a lack of follow-up to the products and the outcomes demonstrated by the fact that the MARN and the UNDP were unaware of the incompleteness of the works.

The progress reports of the project do not describe the results and the products accurately, in most situations, general aspects are mentioned, without indicating the place, how, when, where, who, how many and the amount of resources invested. With this reporting system it is very difficult to picture the achievements and conduct a follow-up.

The project was not properly closed, and it ended without a Closing Workshop with the participation of the actors

to show the results obtained, the lessons learned, perspectives, etc. This was due to the difficulty in completing activities before the end of 2015. There was not any document developed or disseminated on the lessons learned or the replication activities of the project, which could lead to the repetition of the same mistakes in future projects.

All of the situations described above undermined the effectiveness of the project and the reliability of the outcomes since several products remain unfinished, the project was closed in December 2015, so there are no personnel working in these functions.

Financial management

77% of project expenditures were executed between 2014 and 2015. Most of the products were completed during 2015. The accelerated execution of the budget to complete the products affected their quality.

According to the figures provided by the project, the co-financing reached US\$ 6.55 million. The detail of the co-financed activities, their amount and date of completion, is very difficult to estimate with the documentation that the evaluator has, as there are no clear figures regarding the activities that were financed through FIAES, AECI or MITUR. The information provided to the evaluator indicates that co-financing in kind reached US\$ 6.55 million, but the figures are merely added and the CORSATUR contribution in 2010, one year before the project started, is also included. The situation of counterparts in kind is similar.

The figures from the mid-term evaluation and the ones submitted by the project, agree that the country complied with this commitment, but it is not possible to detail what activities were financed with these resources.

The lack of systematization of financial information and the activities, especially in co-financing, undermines the transparency of the co-financing accounts and evidences a disorganization in coordination for accountability; in the future, this situation may lead that the counterparts are considered unreliable due to the low possibility of obtaining a detail of these expenses and the activities that are carried out under these expenses.

Sustainability

The sustainability of the project outcomes is not guaranteed if follow-up actions are not taken to approve the modification of the fishing law and the works carried out. On the other hand, if management and control are not improved in these areas, the trend will continue the increase of the stress on marine-coastal resources.

The reduction of the extension of the protected areas are not threaten by authority resolutions, although the depletion of resources will likely continue due to the poor enforcement in the compliance of dispositions in those areas.

The patrolling model and the control made by the MARN and CENEDEPESCA, by hiring local personnel, makes them vulnerable targets to threats, and are easily predicted since they perform their patrol control during working hours, which affects the protection of the biodiversity and does not comply with the regulations.

The lack of communication between the MARN and the municipalities during the application process and the prosecution of the complaints filed by the municipalities, discourages their control performance, since they are not aware of the outcomes of the legal processes and in some cases, they are not aware whether the MARN processed their complaints.

Impact

The current conditions of the project and the design and organization, makes it difficult to define the impact of the project in terms of a “significant improvement” of the biodiversity conservation status or the reduction of the pressures in the areas intervened by the project, mainly in part by the inappropriate indicators, and the lack of documentation to determine the contribution of the project aimed to the global environmental goal and the collaboration of the relevant actors.

In terms of impact, it is clear that the project contributed to support the foundations to improve the management of the marine coastal biodiversity of the country, since it has contributed to improve the fundamental information regarding the situation of the marine coastal biodiversity through its studies, which certainly will support the proposal for a law on sustainable fishing that includes greater and better information about the available resources and it also initiated a coordination process among the different institutions involved, which is not a common opportunity in the public context of the country.

The project involved relevant national actors such as MITUR and CENEDPESCA, but at the local level, the involvement was less successful, the organizations and municipalities considered this as another project intervening in their territories, reflecting minimum ownership in the field level and in the outcomes and activities.

The project established the organization of local government committees and new personnel for the MARN office in Los Cóbano and the executing partners (CENEDPESCA and MITUR), but it was not carried out. Instead, the project tried to carry out a decentralized management resulting in the lack of coordination at the field level and in the project activities and with the other actors that intervened at the same time in other areas.

The fishermen tried to sell their products directly to the public, but this freedom was partially achieved since most of the organizations still depend and will continue to depend for a long time, of the intermediaries, who supply inputs and boats to the fishermen and set the prices of the products.

The presence of the gangs in the areas of the implementation of the project was underestimated in the design and in the execution of the project. The negative impact of the criminal organizations that operate along the coastal area of the country include fishing and tourism, limiting the development of the communities by all kind of illegal activities such as intimidation acts, demanding a “security tax” and hampering the free traffic of people and products.

The same situation has affected the municipal authorities, the guardians of the resources and CENEDPESCA, making difficult to carry out the control activities and leaving illegal actions without an appropriate sanction.

4.2 Corrective measures for the design, execution, and monitoring of the project

The future projects should include indicators suitable to the interventions to be implemented instead of general indicator that are difficult to measure, and in some cases, such indicators are achieved before the commencement of the activities.

The security and violence situation should be addressed during the design stage, including the potential impact on the activities and the outcomes of the project. From the beginning, this process requires the involvement of the police, community organization and the pertinent enforcement entities.

During the design and the implementation of the project, there should be official instances responsible for the coordination with project co-financiers, in order to identify the individual contributions of funding and the activities, and to ensure the alignment with the anticipated project outcomes.

At the beginning of each project, it is mandatory to carry out the Start-up Workshop, beyond the communicational approach, but as a working tool that brings together all the actors, so that the limitations of the projects can be detected early on.

The progress reports should have a layout to include specific data on who, where, when, investment amounts, avoiding general statements.

The project coordinators should have some degree of freedom and autonomy to take decisions and their tasks should not be limited as executors of other's guidelines and instructions. This type of management undermines the empowerment and commitment of the coordinators with the projects.

The main co-financiers should participate in the management groups, and due to the security situation, the police and inspection entities of the areas should also be involved.

In order to implement the projects, a local manager who resides in the intervened areas must be assigned, and local implementation committees must be set up to conduct monitoring and to participate in the project decision-making to ensure the accountability, transparency and ownership of local actors.

The approach of the local actors, the objectives of the projects and the role of the local actors should be clearly stated. Partial information should be avoided because it only blurs the projects, increases the assistance and decreases the sense of ownership of the locals in a common project to improve the general conditions of the communities, beyond the specific benefit.

Follow-up or strengthening actions for the initial beneficiaries of the project.

As a suggestion, a Closing Workshop should be held at the end of the project, to analyze the outcomes and the relationship with other projects in progress or to be executed.

Establish successful coordination practices of the project, in order to imitate them in other projects in progress or to be executed.

The MARN should make an effort to follow-up the pendant activities (works and regulations).

Make an effort to disseminate the results of the project among the local communities and municipalities.

Make an effort to systematize the experience, summarize the lessons learned and the potential replication in other projects in progress or to be executed.

4.3 Lessons Learned

Evaluate all the safety aspects at all times, and its impact in the activities and the outcomes of the projects to be implemented.

The early involvement of the actors in the design process, lead to a diagnosis of the products, outcomes and

indicators that are consistent with the reality of the areas to be intervened and the available resources. The coordinated actions among the stakeholders always yield on validated outcomes and have a greater ownership effect.

The indicators must be in accordance with the scale of the interventions to be carried out and avoid being generic or excessively ambitious.

Staff recruitment for the projects working in the different participating institutions, is an incentive for the project ownership and to obtain information and constructive cooperation for the process of the projects.

The accelerated execution of the budget may affect the quality of the products and the outcomes of the project.

Annex1: TOR

Annex 2. Scheduling of Interviews

Wednesday, January 13, 2016

No	Activity	Time	Suggested location
1	Interview with UNDP staff Silvia Guzmán – agenda review and quality criteria Carolina Dreikorny Valeria Lara – project review Stefano Pettinato – presentation and evaluation Overview	9.00 am – 9:30 am 12:00 am	UNDP office
2	Interview with the project staff Norys Ramírez Héctor Fuentes	2.30 – 5.30 pm	UNDP office

Thursday, January 14, 2016

No	Activity	Time	Suggested location
1	Interview with MITUR/CORSATUR Lic. Esteban Umaña Planning Management MITUR/CORSATUR Licda. Fatima Pérez Environmental Unit MITUR/CORSATUR Ing. Héctor Cardoza Technician of Touristic Products MITUR/CORSATUR	8.00 am – 9.30 am	MITUR/CORSATUR offices
2	Lic. Salvador Nieto Technical Office Chief Project National Coordinator-CANCELLED	10.00 am – 11.00 am	MARN Technical Office
3	UNDP		Office

Friday, January 15, 2016

No	Activity	Time	Location
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1	Meeting MAG- Licda. Marlene Galdámez. MAG CENDEPESCA Fisheries Expert	9:00 am	UNDP
2	Meeting FIAES	11:00 am	FIAES
3	Johanna Segovia Marine Sciences Institute UES M.Sc. Alberto González Marine Sciences Institute UES	2.30 pm – 4.00 pm	MARN Headquarters, Colonia San Francisco – former headquarters of the project
4	Juan Arnulfo Ruiz – Coordinator of the REDD+ Project (BPT coordinator from 06/2014 to 08/2015)	4.15 pm – 5.15 pm	MARN Headquarters Colonia San Francisco – former headquarters of the project

Monday, January 18, 2016

No	Activity	Time	
	Departure from San Salvador	8:00 am	
1	Henry Gómez Los Cóbano Tour Los Cóbano beach	10:00 am	Los Cóbano headquarters Phone: 2241-76825 Cell 7763-6751
2	Sr. Saúl Hernández Acajutla City Hall Ing. Oscar Granados. Maintenance Officer Acajutla City Hall	1.30 pm	Acajutla City Hall
3	Departure to San Salvador	3:30 pm	Acajutla City Hall
4	Meeting with MARN Dr. Jorge Quezada		

Thursday, January 19, 2016

No	Activity	Time	
	Departure from San Salvador	7:00am	
1	Sr. Carlos Campos Councilor at the San Dionisio City Hall Salvador Liberato San Dionisio Environmental Unit	11.00 am	San Dionisio City Hall
2	Juan Pablo Chicas Former Environmental Unit Chief Etelvina Pineda Environmental Unit Chief	2:00 pm	Jiquilisco City Hall

3	Departure to San Salvador	3:30 pm	
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Wednesday, January 20, 2016

No	Activity	Time	
	Departure from San Salvador 7.00 am		
1	Pedro Osmar Perla and board representatives Former President of Asociación de Pescadores del Pacífico (Pacific Fishermen's Cooperative) ACOPACIFICO El Macuillis beach, Tamarindo, Conchagua La Unión	11.00 am	Office of the Cooperative 7188-4805
2	Departure to San Salvador	2:00 pm	
3	Arrival	6:00 pm	

Thursday, January 21, 2016

No	Activity	Time	
1	William Melgar Asociación de Pescadores del Playa el Cuco (El Cuco Fishermen Cooperative) ASPESCU	11.00 am	Office of the Cooperative 2619-9215 7517-1669
2	Departure to San Salvador	2:00 pm	
3	Arrival	5:30 pm	

Friday, January 22, 2016

No	Activity	Time	
1	Presentation of the preliminary findings – Reference Group	11.00 am	Pending

To be re-scheduled according to the suggestions of the people involved and to the organization of focal groups or another technique.

Annex 3: List of people interviewed

N°	Name	Last name	Position	Entity	Email	Fecha
1	Ana Marlene	Galdámez	Fishing Technician	CENDEPESCA	ana.galadamez@mag.gob.sv	15-01-2015
2	José Alberto	González	Professor and Researcher	Institute of Marine Sciences and Limnology (ICMAR), UES	albertogleiva@yahoo.es	15-01-2016
3	Johanna	Segovia	Professor and Researcher	Institute of Marine Sciences and Limnology (ICMAR), UES	jsegovia.icmares@ues.edu.sv	15-01-2016
4	Arnulfo	Ruiz	BPT 2014-Aug2015 Coordinator	MARN	jruiz@marn.gob.sv	15-01-2016
5	Xenia	Díaz	UNDP	Gender Advisor	xenia.diaz@undp.org	13-01-2016
6	Hector	Fuentes	Project Team Member	MARN	h78855568@gmail.com	13-01-2016
7	Norys	Ramírez	Member of the Project Technical Team	MARN	norysmarkely@yahoo.com	13-01-2016
8	Fátima	Pérez	Coordinator of the Environmental Unit	CORSATUR/MITUR	fperez@corsatur.gob.sv	14-01-2016
9	Esteban	Umaña Arguello	Planning Manager	CORSATUR/MITUR	eumana@corsatur.gob.sv	14-01-2016
10	Hector	Cardoza	Product Specialist	CORSATUR/MITUR	hcardoza@corsatur.gob.sv	14-01-2016
11	Harry	Gómez	Coordinator	Los Cóbano Tour	loscobanostour@yahoo.com	18-01-2016
12	Saul	Hernández	Interim Mayor	Acajutla City Hall	saul.hernandez.acajutla@gmail.com	18-01-2016
13	Carlos	Campos	Councilor	San Dionisio City Hall	carloscamposus@yahoo.es	19-01-2016
14	Salvador	Liberato	Chief of the Environment Unit	San Dionisio City Hall	sliberato65@yahoo.es	19-01-2016
15	Ethelvina	Pinedo	Chief of the Environment Unit	Jiquilisco City Hall	uamjiquilisco@hotmail.com	19-01-2016
16	Juan Pablo	Chicas	Former Chief of the Environment Unit	Jiquilisco City Hall	juanpabloch65@hotmail.com	19-01-2016

<i>N°</i>	<i>Name</i>	<i>Last name</i>	<i>Position</i>	<i>Entity</i>	<i>Email</i>	<i>Fecha</i>
17	William	Melgar	General Manager	ASPESCU	william.alexander.melgargodoy@gmail.com	21-01-2016
18	José Fausto	Ramirez	Executive	ACOPACÍFICO		20-01-2016
19	Karina Vanessa	Díaz	Secretary	ACOPACÍFICO		20-01-2016
20	Edgar Alexander	R	President	ACOPACÍFICO		20-01-2016
21	Nozario	Chicas	Administration	ACOPACÍFICO		20-01-2016
22	Enrique	Funes	Control Manager	ACOPACÍFICO		20-01-2016
23	Wilfredo	Castro	"Los Cóbano" Ranger	MARN	wcastromimundo@gmail.com	18-01-2016
24	Sara	Orellana	President	ODESCO Los Cóbano	F: 71688059	18-01-2016
25	Jorge	Quezada	National Focal Point Biodiversity and REDD Plus	MARN		18-01-2016
26	Jorge	Oviedo	General Manager	FIAES	jorge.oviedo@fiaes.org.sv	
27	Silvia	Guzmán	Program Analyst	UNDP El Salvador	silvia.guzman@undp.org	13-01-2016
28	Carolina	Dreikorn			carolina.dreikorn@undp.org	13-01-2016
29	Stefano	Pettinato	Deputy Resident Representative	UNDP El Salvador	stefano.pettinato@undp.org	13-01-2016
30	Miguel Angel	Vásquez	Fishing Inspector	CENDEPESCA La Unión	miguelangel57@gmail.com	

Annex 4: Summary of field visits

Date	Meeting	Topics Discussed
01-13-2016	Staff of the UNDP El Salvador	i) Mission Agenda; ii) Evaluation method; iii) Issues on project design, execution and sustainability.
	Interviews with the former project staff	i) Mission Agenda; ii) Evaluation method; iii) Issues on project design, execution and sustainability.
01-14-2016	Interview with MITUR/CORSATUR	i) Purpose of the evaluation; ii) Institution participation in the design and the execution of the project; iii) budget and activities developed by MITUR; iv) role in the steering committee of the project; v) coordination with other stakeholders; vi) sustainability activities; vii) new regulations on sustainable tourism.
01-15-2016	CENDEPESCA	i) Purpose of the evaluation; ii) CENDEPESCA participation in the design and the execution of the project iii) Status of fisheries and aquaculture regulations; iv) status of the BD in fisheries (shrimp, shark and others); v) participation of studies funded by the project; vi) CENDEPESCA institutional position and its regulator role; vii) sustainability of studies and project outcomes.
	FIAES	i) Purpose of the evaluation; ii) FIAES participation in the design and the execution of the project; ii) activities executed under the project's framework and budget; iv) coordination of FIAES activities with the project activities and other actors; v) FIAES general activities; vi) biodiversity condition.
	Marine Science Institute (UES)	i) Purpose of the evaluation; ii) Participation in the design and the execution of the project; iii) project indicators; iv) analysis of the studies and activities implemented by the institute during the project execution; v) condition of the biomass in El Salvador; vi) use and sustainability of marine resources; vii) condition of artisanal and industrial fishing.
	BPT MARN Former Coordinator	i) purpose of the evaluation; ii) element of the project design; iii) project execution; iv) understanding on project outcomes and activities; v) participation of other entities; vi) MARN coordinator's role; vii) marine-coastal regulations and responsibilities of MARN and CENDEPESCA in this areas; viii) sustainability of the project activities; ix) measures taken to overcome project delays; x) products and outcomes achieved.
01-18-2016	MARN Los Cóbano Ranger	i) Purpose of the evaluation; ii) understanding of the BPT project; iii) activities implemented under the project; iv) coordination among actors on the field; v) trainings; vi) equipment supplied by the project; vii) condition of the biodiversity control in the area; viii) condition of artisanal and industrial fisheries.

Date	Meeting	Topics Discussed
	Los Cóbano Tours	i) Purpose of the evaluation; ii) understanding of the BPT project; iii) activities implemented under the project; iv) coordination among actors on the field; v) trainings; vi) equipment supplied by the project; vii) condition of the biodiversity control in the area; viii) relationships with the fishermen of the area and cooperation; ix) condition of the artisanal fisheries; x) participation in the project; xi) condition of governance and violence in the area; xii) sustainability of activities.
	Acajutla City Hall	i) purpose of the evaluation ii) powers and responsibilities of the municipality in the project; iii) participation in the project design and execution; iv) condition of control, regulations and municipality in the biodiversity protection; v) condition of gang activity and possibilities for control in the area; vi) coordination with the project
		executing entities; vii) information provided about the project; viii) activities sustainability; ix) project usefulness and equipment provided; x) future needs for biodiversity protection.
	MARN Advisor	i) purpose of the evaluation; ii) participation in the project design and execution; iii) project indicators; iv) studies analysis and activities conducted during the project execution; v) status of El Salvador's biodiversity; vi) project outcomes.
01-19-2016	San Dionisio City Hall	i) purpose of the evaluation; ii) role and responsibilities of the municipality; iii) participation in the project design and execution; iv) understanding of the project activities and outcomes; v) coordination of the participant institutions; vi) benefits of the project to the municipality; vii) BD control and protection; viii) condition of violence and local governance; ix) sustainability of the project actions; x) future activities; xi) condition of the fishermen and BD in the area.
01-20-2016	Asociación de Pescadores del Pacífico ACOPACIFICO (Pacific Fishermen Cooperative)	i) purpose of the evaluation; ii) condition of the fishermen's cooperative; iii) participation in the project design and execution; iv) understanding of the project activities and objectives; v) coordination of actors by the project; vi) progress of infrastructure construction in the project; vii) type of equipment used in fisheries; viii) use of the equipment donated by the project; ix) prices, type of fisheries and amount fished; x) relationship with intermediaries; xi) plans of the cooperative with/without BD project and other support; xii) condition of other fishermen cooperatives and fish poaching; ; xiii) condition of violence, gangs and governance in the area.

Date	Meeting	Topics Discussed
01-21-2016	Asociación de Pescadores del Playa el Cuco ASPESCU (El Cuco Beach Fishermen Cooperative)	i) purpose of the evaluation; ii) condition of the fishermen's cooperative; iii) participation in the project design and execution; iv) understanding of the project activities and objectives; v) coordination of factors by the project; vi) progress of infrastructure construction of the project; vii) type of equipment used in fisheries; viii) use of the equipment donated by the project; ix) prices, type of fisheries and amount fished; x) relationship with intermediaries; xi) plans of the cooperative with/without BD project and other support; xii) condition of other fishermen cooperatives and fish poaching; ; xiii) condition of violence, gangs and governance in the area.
01-22-2016	Mission Closing Meeting	i) Presentation of findings and preliminary conclusions; ii) discussion.

Annex 5: List of documents reviewed

N°	Document	N°	Document
1	13. PPG de la propuesta de Proyecto.pdf	60	seguimiento bpt.xlsx
2	3996-Biodiversity-19 06 2014PIR Report 31 de agosto de 2014.docx	61	ARRECIFES CATALOGO DE PECES COMPLETO 26-11-15.pdf
3	CPAP-1.pdf	62	BIOMASA CAMARON Informe Final 30 nov.pdf
4	CPAP-2.pdf	63	BPT AR Prod 3 Instalación de Dispositivos Agregadores- Arrecifes 3.docx
5	CPAP-3.pdf	64	Catálogo Biomasa 23.11.15.dox.pdf
6	CPD ELSAV Final 2012-2015.pdf	65	MANUAL PARA EL AVISTAMIENTO RESPONSABLE DE CETÁCEOS EN EL SALVADOR.pdf
7	Final PIR-2013-GEFID3863-PIMS3996.docx	66	PLAN NACIONAL DE ORDENAMIENTO DE LA PESCA Y LA ACUICULTURA 2122015.docx
8	INFORME ANUAL 2012-BIODIVERSIDAD.pdf	67	Producto 3_Final ESTUDIOTIBURONES Y MANTARRAYAS.pdf
9	PIMS_3996_standard_DOA_Final_24Jun2011.pdf	68	(MARN)INVITACION_JIQUILISCO.pdf
10	PIR FINAL 3996-Biodiversity-2015 PIR Report.pdf	69	AGENDA_JORNADA_ALCALDES.pdf
11	V Informe Nacional BD El Salvador	70	biodiversidad.pptx
12	UNDAF-2012 - 2015.pdf	71	intercambio de esperiencias BPT.Ink
13	00077678 Biodiversidad, Pesca y Turismo_GEF BD Tracking Tool-revFeb2012.xlsx	72	Presentacion_BPT(General).Ink
14	77678 BPT Minuta Junta Ejecutiva 2015 (2).docx	73	propuesta ordenanza municipal MARN.docx
15	Agenda REV 13 ENERO.docx	74	Plan de Mejora ASPESCU 0605142016.xls
16	CDR 2011 firmado.pdf	75	tallers d lideres alumns.docx
17	CDR 2012 firmado 77678.pdf	76	GEF5_CEO_Endorsement_PWII_El Salvador_30NOV15.doc
18	CDR 2013 firmado.pdf	77	Matriz de Respuesta_SV.docx
19	CDR 2014 firmado.pdf	78	ProDoc_PWII El Salvador_30NOV15.docx
20	CDR 2015 sin firma.pdf	79	INFORME ANUAL 16 12 2015_trabajado_jorge.docx
21	Estrategia corporativa mundial 2014 - 2017.pdf	80	Informe_el_salvador_BD_borrador.docx

N°	Document	N°	Document
22	Gastos de 2011 al 2015.xls	81	PIMS 3996_El_Salvador_Mainstreaming_BD_into_Fish_Tourism_ProDoc_30Apr10_jorge_eng.docx
23	Gender marker PNUD.pdf	82	PIR FINAL 3996-Biodiversity-2015 PIR Report_editado_jorge.docx
24	INFORME ANUAL 16 12 2015.docx	83	PRODOC_Biod_turismo_SV.docx
25	Minuta Junta Ejecutiva Enero 2014.doc	84	Resumen PIR del Proyecto El Salvador.docx
26	Minuta Junta Ejecutiva Octubre 2013.doc	85	ResumenPIR2014-2015.docx
27	PIMS 3996_El_Salvador_Mainstreaming_BD_into_Fish_Tourism_ProDoc_30Apr10.docx parte 4.docx	86	Resumen_PIR_2015_salvador.xlsx
28	PIR Annex EBD-specific Sheet with Guidance PIMS 3996_2013.xlsx	87	Tabla Actividades proyecto BTP PNUD-GEF.xlsx
29	PIR Annex EBD-specific Sheet with Guidance PIMS 3996_2014.xlsx	88	13. PPG de la propuesta de Proyecto.pdf
30	Resultados del proyecto 2015.docx	89	CPAP-1.pdf
31	Revised for PAC PRODOC COSTEO MARINO.docx	90	CPAP-2.pdf
32	total gastos_2011-2015.xls	91	CPAP-3.pdf
33	COOPERATIVAS 146 Dpto Mpio Ctn Playa Crío DIC 2015.xlsx	92	CPD ELSAV Final 2012-2015.pdf
34	COOP_PESQUE_2013 registradas en Asociaciones Agrop..xlsx	93	INFORME ANUAL 2012-BIODIVERSIDAD.pdf
35	FACOOPAZ.pdf	94	PIMS_3996_standard_DOA_Final_24Jun2011.pdf
36	FACOPADES.pdf	95	UNDAF-2012 - 2015.pdf
37	FACOPAPET.pdf	96	Informe Anual 2012.pptx
38	FECOPAO.pdf	97	Informe Ejecución del 1 Enero al 30 de Junio 2012.doc
39	SEGUIMIENTO BPT 2014.xlsx	98	INFORME FINAL BPT FIRMADO CMONTERROSA.pdf
40	Informe proyecto BPT ENVIADO A MARN (2).xlsx	99	Informe Abril a Junio 2015.docx
41	I_ANUAL_2012_PBPT(VF).docx	100	Presentación Informe zonificación.docx
42	Informe primer trimestre abril junio BPT	101	Reunión Presentación informe trimestre 2 2015.pptx

N°	Document	N°	Document
	SCARRILLO 11072013.docx		
43	Informe segundo trimestre abril junio BPT SCARRILLO 11072013.docx	102	TOR-Evaluacion Final Biodiversidad Pesca y Turismo 20 5 15.docx
44	INFORME_ANUAL_2013_para presentar en junta directiva.docx	103	Plan Anual de Trabajo 2012 Actualizado 11_09_2012.doc
45	PBPT_TRIMESTRE CUATRO 12012014.pptx	104	PLAN_EJECUCION_BPT_2012.xlsx
46	PIR BPT 2013 TRADed CNOGUERA TRADUCCION DE LUIS AREVALO.docx	105	PLAN_EJECUCION_BPT_ALMESDEAGOSTO 2012.xlsx
47	POA nov 2013 firmados por MARN y PNUD.pdf	106	Matriz_Mnitoreo_y_Evaluacion_2013 JOERAZO ENV PNUD.docx
48	Informe_tercer_trimestre_julio_septiembre_BPT 2 de octubre SC 031013.docx	107	Matriz_Riesgos_BPT2013 FINAL MODIFICADA 061212 JMUÑOZ (2).docx
49	Reunión Presentainforme diezsept 15.pptx	108	Matriz_Monitoreo_y_Evaluacion_2013_MOD09 ENE13 0710_ACTUALIZADO_CON_EQUIPO.docx
50	01 Informe T Enero a Marzo 2015.docx	109	Matriz_Riesgos_BPT2013 (3) 07102013_ACTUALIZADO_CON_EL_EQUIPO.docx
51	01 Informe trimestre 1 2014 Norys.docx	110	PBPT_TRIMESTRE 3 02102013 (2) SC y finanzas 031013 coo.pptx
52	Informe T Enero a Marzo 2015.pdf	111	Informe trimestral 26 06 2014 CNoguera.docx
53	Reunión Presentación informe trimestre 1 2015.pptx	112	00077678 SEGUIMIENTO EJECUCION 2014.xlsx
54	UNPBBTRA_42475357.csv	113	Copia de Temporada 2013.xlsx
55	Activi a Junio 25 2015.docx	114	INFORMACION FINANCIERA AÑO 2014.xlsx
56	INFORME ANUAL 05 de 12 de 2014 Rev CN.docx	115	Informe trimestral Julio Septiembre 03 10 2014.docx
57	Logros proyecto BPT.docx	116	3996-Biodiversity-2014 PIR Report.docx
58	SEGUIMIENTO EN WORD.docx	117	EJECUCIÓN BPT 2015 10 09 15 SEPT.xlsx
59	Informe trimestral julio a septiembre 2014.pptx	118	Informe Julio Septiembre Junio 2015.docx

Annex 6: Matrix of evaluation questions

Evaluation criteria	Evaluation questions	Indicator/standar of success	Data source	Method and instruments of data collecting
<p>Relevance: i) The extent to which an activity adapts to the local and national development priorities and organizational policies, including changes over time. ii) The extent to which the project is in accordance with the GEF Operational Programs or with the funding strategic priorities of the project.</p> <p>Note: In hindsight, the issue of relevance often becomes a question whether the objectives of an intervention or its design is still appropriate due to changes in the context.</p>				
GEF priorities	How does the projects support the GEF climate change area and the GEFSTAR4 strategic priorities (Mainstreaming Biodiversity within Production Landscapes and Sectors)?	i) integration of CC elements in the project design; ii) integration of sustainable use of the BD in tourism and fishing in the project design	i) GEF operating programs; ii) GEF strategic goals; iii) Prodoc; iv) progress reports of the project; v) MITUR, MARN and CENEDEPESCA reports	i) documentary review; ii) interviews
	Does the project support the GEF efforts in climate change, in other words, the development of the marine protected areas system to adapt to the climate change and keep the biodiversity in protected areas?	i) integration into the project of disaster prevention activities in protected areas	i) Prodoc; ii) National and local regulations; iii) project reports; iv) studies; v) MITUR, MARN and CENEDEPESCA reports; vi) minutes of the executive group.	i) documentary review; ii) interviews
	Is the project is in accordance with the GEF priorities regarding the implementation of protected areas and the sustainable use of its biodiversity? (SO-2)	i) Development of a model for the sustainable use of the BD in the project.	i) GEF operating programs; ii) GEF strategic goals; iii) Prodoc; iv) progress reports of the project; v) MITUR, MARN and CENEDEPESCA reports	i) documentary review; ii) interviews
	Does the project support the efforts made by other conventions and international agreements on BD?	i) coordination of the project with other activities in progress related to the BD protection	i) co-financers reports; ii) minutes of the group meetings; iii) project reports; iv) Reports of the GEF focal point	i) documentary review; ii) interviews

Evaluation criteria	Evaluation questions	Indicator/standar of success	Data source	Method and instruments of data collecting
BD Focal Point	Does the project support the BD focal point and the strategic priorities?	i) N° of consultations and meetings conducted with El Salvador GEF focal point; ii) integration of GEF priorities in the policies, plans and government programs as result of the project.	i) co-financers reports; ii) minutes of the group meetings; iii) project reports; iv) Reports of the GEF focal point	i) documentary review; ii) interviews
UNDP priorities	To what extent does the project align with UNDP inclusive and sustainable development priorities?	i) development of a sustainable model for the use of BD in the project; ii) job creation through the project; iii) gender approach and minority groups integrated in the project design and execution.	i) UNDAF; ii) CP; iii) PIR/APT; iv) Prodoc; v) project reports	i) documentary review; ii) interviews
	Is the project within the CP, UNDAF and UNDP priorities and plans?	i) Integration of UNDF and CP priorities in the project design and execution.	i) UNDAF; ii) CP; iii) PIR/APT; iv) Prodoc; v) project reports	i) documentary review; ii) interviews
	Is the project in accordance to the UNDP gender equity criteria?	i) Gender considerations and minority groups integrated in the project design and execution.	i) UNDAF; ii) CP; iii) PIR/APT; iv) Prodoc; v) project reports	i) documentary review; ii) interviews
	How does the project support El Salvador's environmental and development priorities? In what extent does the project respond to the changing national priorities of the sustainable use of BD?	integration of government priorities included in the plans and programs within the project design and execution; New regulations and improvement of the ones in force as a result of the project execution; iii) N° of new jobs as a result of the project.	i) Prodoc; ii) national and local government plans; iii) national and local policies; iv) national and local plans for the actors.	i) documentary review; ii) interviews
	Is the project within the government's programs related to the biodiversity care and the national and local environmental authority?	i) N° of project activities supporting the municipalities and the environmental authorities; ii) improvement of the national and local BD condition.	i) Prodoc; ii) national and local government plans; iii) national and local policies; iv) national and local plans for the actors.	i) documentary review; ii) interviews

Evaluation criteria	Evaluation questions	Indicator/standar of success	Data source	Method and instruments of data collecting
	Is the project part of the priorities of the Ministry of Tourism?	i) N° of project activities that improve the visitation of SANP; ii) N° of tour operations with sustainable practices; iii) New tourism guides and regulations.	i) MITUR development plans; ii) product; iii) MITUR regulations and activities; iv) MITUR budgets; v) project reports; vi) MITUR reports	i) documentary review; ii) interviews
	Is the project within the policies and programs of the Ministry of Agriculture?	i) N° of studies and fishing fees and BD conditions; ii) N° of regulations and zoning for BD use in the coastal marine areas	CENEDEPESCA development plans; prodoc; iii) CENEDEPESCA regulations and activities; iv) MITUR budgets; v) project reports; vi) CENEDEPESCA reports.	i) documentary review; ii) interviews
Local Actors	Is the project within the plans, programs and policies of the participating municipalities?	N° of consultations and coordination during the project design and execution; N° of new jobs or minimization of poverty.	i) municipal development plans; ii) prodoc; iii) regulations and activities in municipalities; iv) municipal budgets; v) project reports; vi) municipalities reports	i) documentary review; ii) interviews
	Does the project answer to the beneficiaries' needs and priorities (artisanal and industrial fishermen, tour operators)?	i) Number of consultations and coordination during the project design and execution; ii) Number of new jobs or minimization of poverty; iii) fishing fees and regulations consulted with local actors and fisheries.	development plans for local actors; prodoc; iii) activities and plans for the fisher's cooperatives and tour operators; iv) budgets, organizations, actors; v) project reports; vi) actor's reports and meetings	i) documentary review; ii) interviews
Adequacy	Are there any logic links between the problem in question, the project expected results and the project design (as for national capacity, project components, designation of partners, structure, implementation	i) Number of relevant actors and abilities identified during the project design and execution; ii) adequate budget for the project activities; iii) adequate logic of effect-cause; iv) focalization degree in outcomes, not in activities; v) N° of results and activities appropriate to the budget..	i) Prodoc; ii) minute meetings of the executive group; iii) project reports; iv) activity planning; v) changes made to the project; vi) annual budgets; PIR/APR; vii) reports from other agencies	i) documentary review; ii) interviews

Evaluation criteria	Evaluation questions	Indicator/standar of success	Data source	Method and instruments of data collecting
	mechanisms, scope, budget, use of resources, etc.)?			
	Were the main risk included?	i) Degree of cause-effect; ii) appropriate stakeholder's definition; iii) appropriate interpretation of context data; iv) Number of consultations during the project design and execution.	i) Prodoc; ii) MTR; iii) annual planning; iv) minute meetings of the executive group; v) implementation partners report; PIR/APT	i) documentary review; ii) interviews
Objectives, outcomes and products	Has the project been effective in the achievement of the planned outcomes?	i) number of new and adjusted regulations; ii) model for BD use, designed and running; iv) number of stakeholders applying the new business model; v) number zonings developed	i) Tracking tools; ii) project reports; PIR/APR; iii) sector regulations related to BD; iv) budgets and annual plans of the participating entities; v) execution partner's reports	i) documentary review; ii) interviews
	Did the project reach or contribute to the achievement of any planned/not planned outcome?	i) number of planned outcomes in the project design	i) Tracking tools; ii) project reports; PIR/APR; iii) sector regulations related to BD; iv) budgets and annual plans of the participating entities; v) execution partner's reports	i) documentary review; ii) interviews
	In what the extent has the project respond to national environmental realities (institutional framework and policies) and population (inequalities)?	i) number of activities within the the governmental programs, plans	i) project reports; ii) prodoc; iii)	

Evaluation criteria	Evaluation questions	Indicator/standar of success	Data source	Method and instruments of data collecting
Beneficiaries 'needs (Gender and HR)	Were the gender and human rights approaches included in the planned activities and outcomes just as MTR recommended? Which outcomes have been achieved?	and policies; ii) BD improvement; iii) number or minority groups and gender equality participating in the activities of the program; iv) number of planned outcomes implemented.	policies and national and local programs; iv) meeting minutes of the steering committee; v) PIR/APR; vi) MTR	i) documentary review; ii) interviews
Risks and budgets	What external factors have influenced (enhanced or hampered) the scope of the outcomes) How were those managed?	i) N° of consultations with the key stakeholders during the project design and execution; ii) quality of the analysis to define the stakeholders; iii) quality of the context analysis; iv) quality of the cause-effect analysis.	i) prodoc; ii) project reports; iii) MTR; iv) PIR/APR; v) executing partner's reports; vi)) meeting minutes of the steering committee	i) documentary review; ii) interviews
Strategy	How has the strategy quality developed been, including the focalization? Where thy appropriate?	Achievement of project goals Stakeholder's appropriation degree	i) prodoc; ii) project reports; iii) MTR; iv) PIR/APR; v) executing partner's reports; vi)) meeting minutes of the steering committee	i) documentary review; ii) interviews
		iii) BD integration degree in the project participating entities and groups.		
IA, EA execution (focus on outcomes, risks, response)	Was the support for the project effectively provided by the UNDP?	i) N° of meetings for stakeholder's coordination; ii) contributions to the project design and execution; iii) use of the "UNDP corporate brand" as dispute mediator; iv) monitoring quality and technical advisory provided to the project.	i) prodoc; ii) project reports; iii) MTR; iv) PIR/APR; v) executing partner's reports; vi)) meeting minutes of the steering committee	i) documentary review; ii) interviews

Evaluation criteria	Evaluation questions	Indicator/standar of success	Data source	Method and instruments of data collecting
	How has the partner's execution quality been?	i) progress degree in activities and achievement of outcomes; ii) efficiency degree and effectiveness in the management of the project budget; iii) compliance degree in co-financing; iv) ability to include stakeholders; v) ability to include BD aspects in transversal tourism and fishing matters; vi) improvement degree in BD condition within the intervention areas.	i) prodoc; ii) project reports; iii) MTR; iv) PIR/APR; v) executing partner's reports; vi)) meeting minutes of the steering committee	i) documentary review; ii) interviews
Alliances/ Participation	Which has been the participation level of the stakeholders, beneficiaries and partners in the project implementation? Were their roles clear?	i) N° of coordination with relevant stakeholders; ii) meetings and type of decisions made by the project steering committee; iii) duties and responsibilities assigned to each participant.	i) prodoc; ii) project reports; iii) MTR; iv) PIR/APR; v) executing partner's reports; vi)) meeting minutes of the steering committee	i) documentary review; ii) interviews
	Which alliances/links were relevant to achieve the outcomes?			
GBR/Monitoring (plan, funding, mechanism, adaptive management)	To what extent did the logic framework, working plans, monitoring and evaluation oriented the management by results and support the decision-making? Were this tools adapted to provide the necessary flexibility to achieve the outcomes?	i) POA fulfillment degree and annual budgets; ii) use of the logic framework for M&E; iii) M&E system; iv) use of tracking tools to verify improvements in BD.	i) prodoc; ii) project reports; iii) MTR; iv) PIR/APR; v) implementation partner's reports; vi) meeting minutes of the executive group; POAs and annual budgets; use of tracking tools.	i) documentary review; ii) interviews

Evaluation criteria	Evaluation questions	Indicator/standar of success	Data source	Method and instruments of data collecting
Integration	To which extent did the project generate direct or indirect benefits or support poverty and governance?	i) N° of jobs created; ii) business model implemented; iii) mechanisms for local community participation established.	i) prodoc; ii) project reports; iii) MTR; iv) PIR/APR; v) implementation partner's reports; vi) meeting minutes of the executive group; POAs and annual budgets; use of tracking tools.	i) documentary review; ii) interviews
Efficiency: Was the project implemented in efficient manner and in accordance with the national and international regulations and standards?				
Funding/ Cofunding	Did cofounding go as planned? If not, how was it complemented?	i) Cofounding compliance degree; ii) Number of activities conducted with the cofounding.	i) prodoc; ii) project reports; iii) MTR; iv) PIR/APR; v) implementation partner's reports; vi) meeting minutes of the executive group; POAs and annual budgets; use of tracking tools.	i) documentary review; ii) interviews
Cost/effectiveness items	To which extent has the implemented strategy allowed to maximize the available resources towards the achievement of goals?	i) N° of non-redundant activities; ii) N° of planned and completed activities iii) N° of activities contributing to the outcomes; iv) activities conducted as planned; % of resources in personnel.	i) prodoc; ii) project reports; iii) MTR; iv) PIR/APR; v) implementation partner's reports; vi) meeting minutes of the executive group; POAs and annual budgets; use of tracking tools.	i) documentary review; ii) interviews
IA, EA execution (timely support)	Was the support for the project efficiently provided by the UNDP?	i) N° of consultancies carried out; ii) N° of tenders according to planning; iii) N° of facilitation activities.	i) prodoc; ii) project reports; iii) MTR; iv) PIR/APR; v) implementation partner's reports; vi) meeting minutes of the executive group; POAs and annual budgets; use of tracking tools.	i) documentary review; ii) interviews

Evaluation criteria	Evaluation questions	Indicator/standar of success	Data source	Method and instruments of data collecting
Sustainability: Are there financial, institutional, socioeconomic or environmental risks for the sustainability of the project's results and effects in the long term?				
Strategy	Which actions were taken for the sustainability of the outcomes? How has the project used the dialogue with the key partners to influence the national agenda and policies?			
	What are the challenges and key risks for the sustainability of the outcomes in the project initiatives that need to be promptly and directly addressed?	i) exit strategy; ii) existence of new regulations for the fishing and tourism sectors; iii) sustainable business model for fishing and tourism; iv) income for new fishing and tourism activities.	i) Exit strategy; ii) replication plan; iii) Prodoc; iv) project reports; PIR/APR; v) implementing partners reports; vi) co-financing reports.	i) documentary review; ii) interviews
	Is the exit strategy precise? Which measures have been introduced to contribute to the sustainability of the efforts made by the project?			
Institutional	Is there any evidence that project partners will continue the activities beyond the completion of the project?			
	Have the organizations and their internal systems and procedures positively assimilated the results of the efforts made during the project implementation period?	i) budgets in municipalities and ministries include resources for BD protection activities; ii) resources available to control the new regulations; iii) fishing and tourism activities include sustainable procedures in their business.	i) prodoc; ii) project reports; iii) MTR; iv) PIR/APR; v) implementation partner's reports; vi) meeting minutes of the executive group; vii) POAs and annual budgets; viii) Budgets in MARN, MITUR and CENEDEPESCA, Municipalities	i) documentary review; ii) interviews

Evaluation criteria	Evaluation questions	Indicator/standar of success	Data source	Method and instruments of data collecting
	Is the existing capacity appropriate to ensure the sustainability of the results achieved?		and local stakeholders.	
Social, economic and political environment	Were laws, policies and frameworks addressed during the project in order to focus on the sustainability of amendments and key initiatives?	i) N° of regulations introduced by the project; ii) N° of controls conducted by national and local authorities; iii) N° of zoning conducted with funding.	i) development plans for local stakeholders; ii) prodoc; iii) activities and plans for fisher's organizations and tour operators; iv) budgets for stakeholder's organizations; v) project reports; vi) stakeholder's reports and meetings; vii) regulations for fishing and tourism sectors; viii) cofinancers' reports	i) documentary review; ii) interviews
	<p>What is the degree of political commitment to continue working on the results of the project?</p> <p>Are there appropriate incentives to ensure the livelihood of the economic and environmental benefits achieved during the project?</p>	<p>i) integration of BD protection activities in programs and policies of national and local governments; iii) budget for BD protection activities in MARN, CENEDEPESCA, tourism and municipalities.</p>	<p>i) development plans for local stakeholders; ii) prodoc; iii) activities and plans for fisher's organizations and tour operators; iv) budgets for stakeholder's organizations; v) project reports; vi) stakeholder's reports and meetings; vii) regulations for fishing and tourism sectors; viii) cofinancers' reports</p>	<p>i) documentary review; ii) interviews</p>
Catalytic Role: To what extent has the project demonstrated catalytic role in the country or in other geographical areas?				
	How can the project experience and good practices influence the strategies for BD conservation and use?		i) exit strategy; ii) replication; iii)	

Evaluation criteria	Evaluation questions	Indicator/standar of success	Data source	Method and instruments of data collecting
Scalability and replicability	<p>Were the capacities of individuals and institutions developed to expand the project achievements in the country?</p> <p>From the successes and the lessons of the project, how can the country improve the possibility of impact on ongoing and future initiatives?</p>	<p>i) replication plan; ii) systematization of the experience of the project; iii) N° of replication activities in other locations.</p>	<p>Prodoc; iv) project report; PIR/APR; v) implementing partner's reports; vi) cofinancer's reports; vii) MTUR, MARN, CENDEPSCA plans and programs</p>	<p>i) documentary review; ii) interviews</p>
Impact: To which extent has the project achieved impacts or has advanced to achieve the expected effects and impacts? Have there been any unintended or unwanted effects?				
Contribution to the effect	<p>To which extent has the project contributed to the CPAP and UNDP effect "The government will have formulated and applied strategies, plans and mechanisms to promote reduction of risk disasters, the sustainable management of natural resources, the recovery of ecosystems and the adaptation and mitigation of climate change?"</p>	<p>i) introduction of BD protection in emergency plans, disaster prevention in MARN, municipalities and local organizations; ii) BD sustainable management models operating; iii) new regulations for the BD protection and prevention of natural disasters; iv) analysis procedures of disaster risks operating.</p>	<p>i) tracking tools; ii) UNDAF, CP; iii) prodoc; iv) project report; v) PIR/APR; vi) reports of participating entities and stakeholders; vii) MTR; planes and programs pertinent to disaster prevention, CC, BD of MARN; MTUR, MARN, CENDEPESCA plans, policies and programs.</p>	<p>i) documentary review; ii) interviews</p>

Evaluation criteria	Evaluation questions	Indicator/standar of success	Data source	Method and instruments of data collecting
Impacts	How does the project contribute to the expected impact in the global environment?	i) tracking tools results for BD; ii) condition of the BD; iii) planning of activities for BD protection.	i) tracking tools; ii) UNDAF, CP; iii) prodoc; iv) project report; v) PIR/APR; vi) reports of participating entities and stakeholders; vii) MTR; planes and programs pertinent to disaster prevention, CC, BD of MARN; MTUR, MARN, CENDEPESCA plans, policies and programs.	i) documentary review; ii) interviews
	In the country's sustainable development, which areas or components of the project have contributed the most in the short and the long terms?		i) tracking tools; ii) UNDAF, CP; iii) prodoc; iv) project report; v) PIR/APR; vi) reports of participating entities and stakeholders; vii) MTR; planes and programs pertinent to disaster prevention, CC, BD of MARN; MTUR, MARN, CENDEPESCA plans, policies and programs.	i) documentary review; ii) interviews

Annex 7: Summary of the activities planned in the project document

N°	Result	Products/activities	Goal at the end of the project
1	Policies and regulations in the tourism and fishing sectors support production forms that meet the sustainability of resources and the biodiversity conservation.	Formulation of a specific policy that supports Rural Sustainable Tourism Based in the Community.	A national policy and a plan to promote sustainable tourism, including regulations for biodiversity conservation. (Review the plan and design the policy)*
		Creation of a Rural Tourism Network with Community Based integrating the existing activities about natural protected areas, municipalities with potential ecotourism, cultural tourism and coastal zones with high landscape value.	A sustainable tourism network including: i) MITUR; ii) CORSATUR; iii) tour operators; iv) municipal governments.
		Strengthening the local institutional framework for tourism in municipalities with tourism potential. Creation of an Advisory Council within MITUR to redirect the eco- friendly tourism policies and priorities.	32 municipalities, especially, 18.
		Facilitate the development and promotion of specific environmental regulations for tourism or to regulate tourism.	In the Fisheries Law and in the specific local instruments such as the municipal ordinance for the protection of Los Cóbano area which includes provisions on fishing activity as well as a regulatory resolution for the area issued by CENEDEPESCA.
		Update of the National Fisheries Plan and CENEDEPESCA Institutional Policies, including regulations for the industrial, artisanal and aquaculture sectors.	i) Sustainable Fishing Policy jointly developed by MARN and CENEDEPESCA in force; ii) General Law for the Management and Promotion of Fisheries and Aquaculture, with updated regulations including regulations for sustainable fisheries.
		Strengthening of SINAMA Develop the capacity of the Citizen Participation Units and the MARN Natural Heritage to provide and disseminate information to the public and to stakeholders.	
		Encourage cooperation agreements between the MARN and the documentation centers of private institutions, non-governmental organizations, universities and international cooperation networks.	

	<p>Promote an “Observatory” of biodiversity and sustainable fisheries and tourism production systems linked to SINAMA managed through cooperation agreements of the public and private sectors.</p>	
	<p>Support municipal development plans, territorial development plans, micro-regional development plans, publications and research results on environmental management and educational and training materials. Support studies on protected natural areas, marine reserves, inventories, research results, population and management levels, databases, mapping and standards for productive systems focused on biodiversity conservation.</p>	<p>Capacity building in public bodies such as MAG, MARN and MITUR for the management and publication of statistical data on biodiversity, fisheries and tourism</p>
	<p>Zoning plans for fisheries, statistics on fishing activities, good practices for responsible fisheries management, market intelligence and an institutional framework for the artisanal and industrial sectors.</p>	
	<p>Zoning plans, statistics, best practices, production systems, market intelligence, projects, systematization of experiences and the institutional framework of the sector.</p>	<p>For aquaculture</p>
	<p>Tourism development plans, statistics, best practices, tour operators networks, cultural heritage, destinations and routes, and the institutional framework for the artisanal and industrial sectors</p>	
	<p>International agreements, national laws, municipal ordinances, regulations, links to public entities in the environmental sector</p>	<p>Legislation</p>
	<p>Seek additional income to support conservation management of the sustainable biodiversity and the natural resources through a variety of funding sources.</p>	<p>Without goal</p>

Marketing mechanisms that favor sustainable fishing practices	i) 144 organized fisheries in Los Cóbano that sell directly to consumers (tourists, public, restaurants and businesses); ii) 4,000 fishers are members of cooperatives (artisanal fisher's cooperatives will be assisted to contact consumers)
Support the design and implementation of a marketing campaign for ecotourism and sustainable tourism Analysis on the feasibility of entering ecotourism and tourism certification schemes, such as the Blue Flag system and the launching of a pilot project.	Collaboration between private sector actors and MITUR, MARN and, when appropriate, CENDEPESCA
Provide technical support and training to members of fisher's cooperatives regarding post-capture handling, storage, processing and presentation of products, in order to increase their ability to participate in favorable marketing chains	The support provided by the project to producer's organizations will focus on organizational, administrative, financial and technical aspects, with the aim of achieving capacity levels equal or greater than the Fisher's Cooperative at El Cuco Beach.
Provide training and technical support and provide scholarships to members of producers' organizations to take advantage of training and education opportunities (local training centers).	Take advantage of the educational and training opportunities offered by some local facilities such as the MEGATEC in La Unión and Usulután.
Strengthen capacities of government institutions and NGOs to enable them to provide support in the long term, as a means to ensure sustainability	
Support for infrastructure building for management, processing, and storage of fish products.	Support for the technical contributions applied to the facilities design.
Definition of relevant and easily measurable indicators of the condition of resources.	Support for the development of abilities and systems that allow producers in the tourism and fisheries sectors to monitor the impact of their activities on the resources on which they depend and to adjust their activities accordingly.
Workshops for fisher's cooperatives and tour operators to analyze the sustainability and the impacts of the BD in current productive practices and provide adjustment suggestions.	Pilot Project on Sustainable Fisheries and Tourism Practices.
Technical training in the application of improved	

	production practices.	
	Supply of limited quantities of equipment such as nets, traps and buoys, according to the agreements with producers on sustainability	
	Creation of specific infrastructures, such as interpretive maps and signs for visitors.	
	Institutional control and monitoring of the development of sustainable fishing activities	
	Fishing statistics of the main species for fishing and trade.	
	Design of appropriate artificial reefs to increase fishing activity without affecting the environment.	
	Study of productive capacity of the rocky reef in the ANP Complex in Los Cóbanos to determine the maximum number of artisanal fishermen permitted.	
	Study of the tourist capacity of the ANP Complex in Los Cóbanos	
	Consolidation and strengthening of the Municipal Environmental Units (UMA).	18 municipalities with staff assigned to BD (focused on 18 of the 32 municipalities located along the coastal marine zone defined in agreement with the Government)
	Strengthen the capacities of municipal governments to participate in territorial planning and development processes	
	Strengthening of the new MARN regional offices.	It will contribute to the implementation of MARN's recent policy to increase its institutional presence and its effectiveness at the regional level.

3	National and local institutions have the capacity to effectively support the incorporation of biodiversity considerations into the management of the coastal / marine area	Pilot project on decentralized mechanisms for the governance of natural resources	i) 25% of companies registered in 18 coastal municipalities, 25% of tourism companies undergo an annual inspection of the impacts of the BD and mitigation measures; ii) 1,500 km ² (3 miles offshore and in mainland) with zoning and sustainable development plans for fishing and tourism. (Including: i) Facilitate the negotiated development of plans for the widespread use of space resources for the entire pilot area; ii) Assisting local actors (particularly fishers) to enforce natural resource use rights; iii) establish of mechanisms for dispute settlement; iv) provide training and counselling to develop the actors ability to carry out environmental and social audits, to report and campaign against ecologically harmful practices and, to inform the relevant authorities about malpractices and infringements of Laws and regulations; v) support the strengthening of the capacities of municipal governments, the MARN and the local police to apply environmental regulations).
		Support an awareness campaign in local communities.	i) The mangroves importance; ii) Adoption of best practices in sustainable production; iii) The strategic importance of Los C6banos reefs; iv) Dissemination of the municipal ordinance for the protection of coastal and marine resources; v) Range of actions that can be carried out at municipal and community level in support of best practices for resource management; vi) Improve and increase the institutional presence to guarantee and strengthen the local capacities beneficiaries of the project.
		Support the amendment and the compliance with the regulations of municipal use of territory/resources.	i) MARN; ii) MITUR; iii) CENDEPESCA; iv) CONAPESCA (Improved protection of 2,085 hectares of mangrove forests in the ANP Complex in Los C6banos).
	Manage the improvement of IT equipment, development of information networks, software licenses for the management of statistics on activities, permits and licenses, as well as training of staff (supported by manuals to ensure sustainability). Monitoring the effects of climate change on coastal and marine ecosystems and on the environmental vulnerability and productive sustainability of the population in the area.		

4	Replication	Training for municipal officials, development of standardized templates and procedures for plans, provision of hardware and software as needed (for GIS, mapping and database management).	
		Strengthen the capacity of existing and potential service providers and establish links between producers and service providers.	Development of extension materials for service providers, focused on resource sustainability, biodiversity conservation, and “win-win” productive options such as ecotourism.
		Establish mechanisms to systematize the experiences acquired in Los Cóbanos in order to replicate them in other places of the coastal zone.	

Annex 8: Evaluation Itinerary

The final evaluation report comprises about 170 comments referring to different topics that are detailed below. It should be noted that, the greatest number of comments were included in the evaluation script as far as possible, in light of the quantity and the quality of the information available for the evaluator.

The comments can be classified into the following categories: i) about precisions to the language of the script; ii) methodology applied iii) participant's thoughts, particularly, on topics such as coordination and communication.

The detailed responses to each observation are presented in the attached matrix in this same section. Content accuracy was completely accomplished.

The observations made on the strict monitoring of the UNDP evaluation methodology contained in the guide on final evaluations, were only partially accepted.

In order to carry out a strict application of the methodology, it is necessary that the project design, the actors' performance and the information resulting from the project execution, have followed this methodology thoroughly, which is not the case of the assessed project, so the evaluator has made an effort to obtain the best result with the information available. It should also be noted that the content of this report is in accordance with the methodology contained in the UNDP / GEF guide for final evaluations and the evaluator's technical offer.

Some indicators were inaccurate and the information gathered in the reports was not enough to carry out a detailed analysis of the repercussions of, for example, the theory of change in a project that does not clearly contain the cause-effect chain or where the contribution is not clearly defined due to information, design and indicators gaps.

There were also other concepts that kept in disagreement between the evaluator and his reporting counterparts, and are described below:

First, the term "Coordination" among actors, some reviewers perceive it as an action pattern, since meetings between high-level representatives of the organizations (ministers, deputy ministers, entity directors, etc.), are enough to originate the coordination. All the comments received, regarding this topic and to the participation of actors agree with this. However, in the evaluator's experience and as verified by this same project, indicate that the representatives of the middle technical levels and the final beneficiaries also need to take part from the beginning in order to create coordination and appropriation, and also the coordinators must have a minimum level of autonomy to achieve such coordination at institutional and field level. High-level officials - important, but not exclusively - are the most exposed to changes in government and/or institutional directions, so any project needs to have an "institution" based on a more permanent technical staff, with knowledge and dedication to the issues that are addressed in the projects.

Therefore, the evaluator does not mention situations that are not true in the eyes of the reviewers, but they belong to the actors' opinion about coordination and participation, whose first consequences are observed in the flow of information to the "lower level" actors, both in quantity and quality. There is also a notion of "communication" that differs from the one used by the evaluator and some of the reviewers.

For example, when the evaluator notes that communication within the steering committee was not effective because timely corrective actions were not taken to improve the project management, even though the coordinator had informed MARN in 2012 about the excessive revisions to TORs, the reviewer indicates that the communication within the Project Executive Committee was good. For the evaluator, if there had been a good communication, it would have been informed in a timely manner and the pertinent measures would have been carried out, a situation that only occurred by the intervention of the MTR, not before.

This situation is also observed in the final beneficiary actors, who only had pieces of information, without understanding the purpose of the activities they were doing, for this reason this project was only as BPT, since the actors took it as an improvement to their working and equipment conditions.

Finally, with respect to the project rating scale, one reviewer noted that the one used in the evaluation report was not the one consistent to the guide. This situation occurs because the guide effectively specifies a given scale, while in TOR of the evaluation in this same guide, contains a different scale. In this case, the evaluator chose to keep the scale of the report, as it was the same as the one stipulated in the TOR of the evaluation.

Matrix of Responses to reviewers' comments.

<i>Page</i>	<i>Comment scope</i>	<i>Comment text</i>	<i>Author</i>	<i>Date</i>
4	Annex 8: Evaluation Itinerary 65	Please include as an Annex the Agreement of the Code of Conduct of the Evaluation Consultant signed (Annex 6 in the guide)	Edwin CHIPSEN	March-22- 2016
4		OK, it will be included.	Jorge Leiva Valenzuel a	Arpil-13- 2016
6	Approximately 16.6% of the total population of El Salvador is located in the coastal strip and more than 20,000 active artisanal fishers and between 2,000 and 3,000 turtle egg collectors registered.	Indicate the source.	Silvia Guzman	Feb-18-2016
6		It is an executive summary, the source is indicated in the report, and I do not think it should be repeated.	Jorge Leiva Valenzuel a	April-14- 2016
7	years	I do not understand, between July 2011 and August 2015 there are 4 years and one month, not 3 years. Did you enter the wrong dates?	Santiago Carrizosa	March-23- 2016
7		There is a mistake in the paragraph. The project document established the item in 2011 ending in 2014, which is 3 years. The dates will be reviewed.	Jorge Leiva Valenzuel a	Arpil-13- 2016
7		Correction: the project or prodoc was approved in English version, and subsequently, it was translated into Spanish. The Spanish version was executed and the document version in English was annexed to avoid misinterpretation. Most of the people interviewed by the evaluator were not present at the beginning of the project and may not be aware of this version situation in one language or another. Nevertheless, both versions were reviewed and approved by the government. The project began its execution after the date of the meeting of the PAC approval committee (minute is attached) and the ending date appears in	Carolina Dreikorn	March-15- 2016

<i>Page</i>	<i>Comment scope</i>	<i>Comment text</i>	<i>Author</i>	<i>Date</i>
	millions	that document. Subsequently, the MARN requested the extension of the period and it was extended to the end of 2015.		
7		According to the PAC, there are 3 years and 3 months (39 months). The prodoc stipulates activities for 4 years (48 months). This type of errors led to the project delays and it was extended to 2015, and it should have been completed in August 2015, and if the deadline had to be extended, it would have been extended to 2016. With respect to the Actors interviewed, municipalities were there from the beginning, as well as some coordinators and MITUR. The two versions should be identical, what is more, when the English version is the official one. In any case, the fact that some were not present from the beginning, it has nothing to do with having two different versions of the same document.	Jorge Leiva Valenzuela	April-14-2016
7	Firstly, there is a relevant observation regarding the project document: the evaluator confronted 2 versions (one in Spanish and one in English), both are different and contain errors that should not be presented in this type of projects. The project started to run in July 2011 And, therefore, its ending date should have been July 2015 (48 months of execution), so there is an error in the dates contained in the project document and the PIR indicate the starting date of the project in July 2011 and the ending date as the closing date in August 2015, 3 years instead of the 4 years for which the project	Explain the reasons and the implications.	Silvia Guzman	Feb-18-2016
7		The consequences will be explained. The only explanation for this error is lack of proper review of the approved document.	Jorge Leiva Valenzuela	April-14-2016

<i>Page</i>	<i>Comment scope</i>	<i>Comment text</i>	<i>Author</i>	<i>Date</i>
	was designed.To implement the project, a GEF cash donation of US \$ 2.34 million and a co-financing of US \$ 6.55 million was available.			
9	On the failure to conduct the start-up workshop	That's not true. If there was a start-up workshop on November 15, 2011. Carolina Dreikon from the UNDP office organized the workshop.	Santiago Carrizosa	March-23-2016
9		The paragraph will be fixed.	Jorge Leiva Valenzuela	April-13-2016
9		In addition, in the initial workshops, no significant adjustments are made to the Project unless a fundamental issue is identified that needs to be adjusted. And these adjustments are not made precisely because the project has not had a chance to test its execution strategy. If you believe that any adjustments should have been made in this workshop, please mention them in detail.	Santiago Carrizosa	March-23-2016
9		In fact, there are usually no significant changes are made in the star-up workshops as stated in the prodoc Section V: Monitoring and Evaluation Framework (page 43). In some countries, workshops are held with all stakeholders, including beneficiaries, to explain the project's purpose and procedure and to identify the first inconsistencies that may exist. Apparently, there is a problem of interpretation of what a start-up workshop means.	Jorge Leiva Valenzuela	April-13-2016
9	Document	The different activities and outputs of the results framework are necessary to address the barriers identified in the project. The project responded to the results framework that had an order and an objective. It is recommended to expand the findings to provide a look from the theory of change.	Carolina Dreikorn	March-16-2016
9		The paragraph refers to the text of the prodoc and not to the results framework. The issue is that prodoc stipulates a number of activities scattered throughout the document, which makes the document confusing for the reader. Interviews with beneficiaries and former coordinators of the project indicated that the script was never well	Jorge Leiva Valenzuela	April-14-2016

Page	Comment scope	Comment text	Author	Date
		understood.		
9	Participating	The majority of the people now in CENDEPESCA were probably the ones that the evaluator interviewed, but they did not work in CENDEPESCA at the beginning phase, so and they are able to give such opinion. It is confirmed that the project was conceived, managed and approved from the highest level (ministers and vice minister and directors) of the three institutions MARN, MITUR, MAG-CENDEPESCA.	Carolina Dreikorn	March-16-2016
9		This statement validates the finding mentioned in the mid-term evaluation and what is mentioned in the annual report 2012 of the project coordinator (page 14). It can be understood that people have changed during the execution of the project that is a normal situation that the evaluator constantly observes in GEF projects. The participation of high-level actors is important, but it is not sufficient to maintain the flow of activities and objectives. When the evaluator says that some actors did not participate, he refers to the fact that he did not find the deployment of technical teams to discuss the problem and continue the project. Generally, the ministers change constantly, so their participation alone is not enough to carry out the projects. There is lack of institutionality and coordination here.	Jorge Leiva Valenzuela	April-14-2016
9	proyecto	Good point. Too many coordinators.	Santiago Carrizosa	March-23-2016
9		I thought so.	Jorge Leiva Valenzuela	April-13-2016
9		It is confirmed there was a start-up workshop. PNUD and GEF the colleague Santiago Carrizosa, representatives of the 3 entities and the country office attended. I enclose the attendance list for this event.	Carolina Dreikorn	March-16-2016
9		The minutes of the meeting were actually delivered after the mission. The paragraph will be corrected, although the nature of the start-up workshop refers to the participation of all stakeholders, including beneficiaries and co-financiers, a situation that is not reflected in the listing of the start-up meeting.	Jorge Leiva Valenzuela	April-14-2016

<i>Page</i>	<i>Comment scope</i>	<i>Comment text</i>	<i>Author</i>	<i>Date</i>
10	100	This was based on what it was done, concrete and substantive reviews that allowed to make these changes. And approval of PNUD and the GEF.	Carolina Dreikorn	March-16-2016
10		The paragraph only attempts to describe the movements made in the budget, it is not making a value judgment.	Jorge Leiva Valenzuela	April-14-2016
10	The co-financing implemented, since there are no clear figures regarding the activities that were financed through FIAES, AECI or MITUR	Review writing	Silvia Guzman	Feb-18-2016
10		It will be reviewed.	Jorge Leiva Valenzuela	April-14-2016
10	Risks	The risks were identified in ProDoc from the beginning. If you believe that some corrective or mitigation action should be taken for some risk, please mention the risk and the remedy.	Santiago Carrizosa	March-23-2016
10		The paragraph does not refer to the prodoc risk matrix. This means that, in the annual reports sent to the MARN (the first ones), the coordination of the project alerted on the existing administrative problems, but no measures or discussion are observed in the minutes of the board. These risks are explained in the findings section, but these will be repeated here for clarification. The MTR was the milestone that led to the measures being taken when the lead time was very high and when there were virtually no products or tangible results.	Jorge Leiva Valenzuela	April-13-2016
11	, Is that these depend on the intermediaries, producing a relationship of dependence with the intermediary that accentuates their poverty.	Develop	Silvia Guzman	Feb-18-2016
11		It is not the intention to develop an executive summary, this was included in the report.	Jorge Leiva Valenzuela	April-14-2016
11	Works	Please tell which works you are referring to.	Santiago Carrizosa	March-23-2016
11		They were no detailed in the executive summary, as they are described in the main body of the report.	Jorge Leiva Valenzuela	April-13-2016

<i>Page</i>	<i>Comment scope</i>	<i>Comment text</i>	<i>Author</i>	<i>Date</i>
11	Territory	The project was very clear that actions and products generate in the municipalities, it was never included to mount environmental units, and these have existed for a long time. The work was to raise awareness so that the issues of tourism and fishing were articulated with biodiversity and create ordinances and other activities.	Carolina Dreikorn	March-16-2016
11		It will be reviewed. The intention of the paragraph was to indicate that the strengthening had been partial.	Jorge Leiva Valenzuela	April-14-2016
12	Completion	Please confirm with Carolina Dreikorn of the country's office if there really was no completion workshop. I'm not sure.	Santiago Carrizosa	March-23-2016
12		The paragraph is going to be revised, but there was no closing workshop.	Jorge Leiva Valenzuela	April-13-2016
12	Financer	And what happened to the co-financing funds? Please explain.	Santiago Carrizosa	March-23-2016
12		Co-financing will be added. Unfortunately, with the information available, it was not possible to determine the activities that were co-financed and the level of the pertinent expenditure.	Jorge Leiva Valenzuela	April-13-2016
12			Santiago Carrizosa	March-23-2016
12	general	The project was developed with the UNDP standards and procedures, the prodoc includes the monitoring and follow-up methods and, among others, there are quarterly meetings and project meetings. To this end, there are the planning and reporting instruments, which were carried out in the project, so the progress reports complied with these tools. It is suggested to provide examples.	Carolina Dreikorn	March-16-2016
12		Examples will be provided. The situation is that the progress reports are insufficient to detail the project expenditures, as well as the equipment donated to the beneficiaries. There is no detail of the activities of the co-financiers, the amounts spent per activity are not mentioned. To date, the evaluator is still waiting for the FIADES report indicating the types of coordination that were carried out with the project, as well as the activities carried out, their amount and date of realization (albeit approximate).	Jorge Leiva Valenzuela	April-14-2016
12		Generally when a set of products are achieved, these lead to the achievement of impact results. The one is connected with the other. Please clarify: why do you say it did not focus on results?	Santiago Carrizosa	March-23-2016

12	Productos	Actually, the products should be performed in a coordinated way in order to achieve the anticipated and quality objectives. The issue here is that practically 80% of the project was implemented between June 2014-December2015 (approx. 18 months), with a focus on meeting expenditure goals and exhibit products, without paying much attention to the quality of these products (some studies are questioned for its short duration and the visited sample of buildings, all of them were unfinished and some of doubtful uses, such as the construction of sanitary bathrooms, presented as improvement of the wastewater treatment system.	Jorge Leiva Valenzuela	April-13-2016
12	Project	See clarifications above.	Carolina Dreikorn	March-16-2016
12		There is documentation that confirms the finding.	Jorge Leiva Valenzuela	April-14-2016
13	Start	Again, this meeting was carried out in the evaluated project.	Carolina Dreikorn	March-16-2016
13		It will be reviewed.	Jorge Leiva Valenzuela	April-14-2016
14		Good point.	Santiago Carrizosa	March-23-2016
14	Execution	Unfortunately, it is part of the national context and it greatly affects any type of desired enterprise. In some cases, the fishers paid the “tax” for their safety on land, but they were assaulted in the sea and their implements were robbed.	Jorge Leiva Valenzuela	April-13-2016
14	Start	If it was done in this Project.	Santiago Carrizosa	March-23-2016
14		The paragraph will be fixed.	Jorge Leiva Valenzuela	April-13-2016
15	Scope and methodology	It is suggested to refer to the initial report for further details on the methodology. Please include a brief review of the evaluability and record the limitations to the evaluation, or, if applicable, indicate that they were not carried out.	Silvia Guzman	Feb-23-2016
15	Project design and implementation	It will be incorporated.	Jorge Leiva Valenzuela	April-14-2016
15		See terms of reference: and analysis of results.	Silvia Guzmán	Feb-23-2016
15	They can take advantage of this evaluation exercise to improve	It is already said in the first paragraph, here it is meant to explain that the analysis includes the elaboration and execution of the project.	Jorge Leiva Valenzuela	April-14-2016

15	and correct aspects of project execution and design, as well as to take advantage of these lessons learned in future projects.	Draw lessons and recommendations that can improve the sustainability of the benefits of this project and help improve overall UNDP and GEF programming.	Silvia Guzmán	Feb-23-2016
		It is mentioned in the paragraph.	Jorge Leiva Valenzuela	April-14-2016
18	About the Rating Scale	Please note that the definitions of the Spanish qualifications are: Highly Satisfactory (AS): The project did not present deficiencies in The achievement of its objectives in terms of Relevance, effectiveness or efficiency. 5: Satisfactory (S): There were only minor deficiencies. 4: Moderately Satisfactory (MS): There were moderate deficiencies. 3. Moderately Unsatisfactory (MI): The project presented deficiencies	Edwin CHIPSEN	March-22-2016
		Significant. 2. Unsatisfactory (I): There were major gaps in achievement Objectives of the project in terms of Relevance, effectiveness or efficiency. Highly Unsatisfactory (AI): The project had serious shortcomings. It is very important that the official English version uses the terms as they appear in the guide		
18		This is a situation that I have seen before. The UNDP Guide to Final Evaluations, on page 27, indicates the scale mentioned in the commentary. However, in that same guide, on page 36 (TOR template), the scale used in this evaluation appears. This last scale was used because it was the one that was requested in the TORs of the evaluation (see Annex D, page 34 of the TOR).	Jorge Leiva Valenzuela	April-13-2016
20	In general, the country's development context, El	Include the source	Silvia Guzman	Feb-23-2016

20	Salvador faces the challenge of violence, which threatens social development and economic growth and negatively affects the quality of life of its citizens. Following a sustained increase in violent crime rates since 2000, the number of homicides per 100,000 inhabitants in 2009 reached 71. There was a truce established among street gangs in 2012 that contributed to reducing violence rates in the country to less than 25 homicides per 100,000 inhabitants, but in 2015 a new increase of the violence has been reported	It will be reviewed. It is No. 5, which belongs to the same paragraph (is a point followed).	Jorge Leiva Valenzuela	April-14-2016
25	Logical Framework Analysis (AML)	Explain the logical links between the problem to be solved, the expected results of the project and the project design (in terms of national capacity, project components, partner choice, structure, implementation mechanisms, scope, budget, resource use	Silvia Guzman	March-14-2016
25		Section 2.2 explains that. The intention here is to explain the findings from point 2.2 and 2.1	Jorge Leiva Valenzuela	April-14-2016
25	There are indicators that are too broad to assess the contribution of the project. For example, although the decentralized governance pilot project	Include the corresponding indicator in Table 10 to illustrate the finding. It is suggested to review the causal chain of interrelated outcomes as well as the project change theory to determine whether the project's "attribution" or "contribution" to the indicator was expected to be measured (see page 25 of the GEF manual).	Silvia Guzman	March-14-2016

25	is only carried out in Los Cóbano, and considering the limited resources and activities of the project, the conservation indicator of the total marine-coastal areas of the country is not reasonable, since there are thousands of square kilometers. In addition, stating that the project will maintain the area of protected areas is not easy to verify, since it will also depend on other actors and similar intervention to the project (USAID, AIEC, etc.).	There is Table N° 10. The UNDP / GEF evaluation guide was searched and there is no mention of what was stated in the comment. In any case, the script as a whole, tries to address the relationship between the design to achieve change and the instruments to measure this change and explain why the results obtained were obtained and whether this progress can be measured.	Jorge Leiva Valenzuela	April-14-2016
25	As they have been questioned by experts and earlier by the mid-term review of the project	It is suggested that if the argument is coincidental, it should be incorporated into the text. The one that appears in mid-term review could be indicated as reconfirming the finding.	Silvia Guzman	March-14-2016
25		That's what the text says. It will be reviewed.	Jorge Leiva Valenzuela	April-14-2016
26		Note that this was not like this, it is clarified at the beginning	Carolina Dreikorn	March-16-2016
26		Again, apart from the testimonies, there is documentation that supports the claim.	Jorge Leiva Valenzuela	April-14-2016
26	From the programmatic point of view, the project is in accordance to the National Biodiversity Strategy 2013 with regard to marine-coastal ecosystems, the National Program for the Mesoamerican Biological Corridor (2005) and the National Environment Strategy 2013, with its action plan.	Include information that supports this finding. Supporting information is mentioned, but a paragraph will be added to identify better. In any case, it is not intended to extend the text more than necessary.	Silvia Guzman Jorge Leiva Valenzuela	March-14-2016 April-14-2016
26	FIAES is an important co-	Indicate the capabilities that this Institution would have added to the project	Silvia	April-14-2016

	financier for the project (US\$3 million), the project document does not assign any activity or role to this institution	and how it would have impacted the results.	Guzmán	
26		It will be added. The point to be emphasized here is that if the cofinancier was so important to the project, it is not assigned any role, not even to belong to the project board of directors.	Jorge Leiva Valenzuela	April--14-2016
26	The relevance of this project to UNDP is found in the Country Program 2012-	Indicate how it agrees with the inclusive and sustainable growth and development approach.	Silvia Guzmán	March-14-2016
26	2015, in line 14: "Environmental sustainability and disaster risk reduction", action v): "to support the capacity building of national and local entities to the implementation of measures and policies that contribute to the management of biological diversity with a focus on the recovery of ecosystems and productive actions".	The subject will be analyzed	Jorge Leiva Valenzuela	14-Mar-2016
27	In spite of the above, the project contains clauses specifying that the risk analysis should be updated annually in the PIRs, in addition to giving the Executive Group the responsibility to address the risks of the project. The risks should also be updated in the UNDP ATLAS system.	Explain whether this was done and include the implications of not having identified this risk	Silvia Guzmán	March-14-2016
27		It will include additional text explaining.	Jorge Leiva Valenzuela	April-14-2016
27	The project document does not contain any mention of gender approaches or themes. This situation is the common one that the evaluator has found in the GEF projects elaborated	Indicate how this has affected the achievement of the results. Review alignment with UNDP program priorities.	Silvia Guzmán	March-14-2016
27		Text will be added confirming that the project was not aligned with that programmatic aspect. With regard to how it has affected, that enters the field of the elucubrations, would not have much support.	Jorge Leiva Valenzuela	April-14-2016

	before the 2011.			
27	Lessons or experiences applied to the design of this project	Indicate the lessons or experiences that may have been applied.	Silvia Guzmán	March-14-2016
27		It cannot be done, since even the project did not include this, there is no information or reports on those other projects. In this respect, the project design only makes a statement, but does not specify any experience that may have been taken from previous projects.	Jorge Leiva Valenzuela	April-14-2016
27	On the other hand, there are seemingly mistaken assumptions, such as turtles and climate	Please include how these assumptions may have influenced the determination of planned activities and results.	Silvia Guzman	March-14-2016
27	change, where scientific studies indicate that climate change breaks the gender balance, more females are born, and nest destruction is mentioned by the raising	The report does not intend to analyze this issue, it is an analysis that the technical specialists should carry out. The intention of the paragraph is to show that at the design level mistakes were made that indicate little technical rigor and that the same experts have questioned.	Jorge Leiva Valenzuela	April-14-2016
	level of the sea and possible major mortalities that occur during the gestation period.			
28	Project activities during execution	Which has been the quality of the strategies developed, including targeting? Were these adequate?	Silvia Guzman	March-14-2016
28		The whole report tries to address the point. The conclusions indicate whether the strategies were successful or not.	Jorge Leiva Valenzuela	April-14-2016
28	Regarding the relative advantage of UNDP, the most relevant would be to be physically installed in the country and, besides, being part of its professional personnel of local origin, it gives a better understanding of the	It is suggested to formulate it as a fact that derives from the analysis of the data collected.	Silvia Guzman	March-14-2016
28		Previous IDEM. In addition, having local offices is an advantage, it is a matter of seeing other institutions that do not have local offices.	Jorge Leiva Valenzuela	April-14-2016

	culture, the system of operation of the local institutions.			
28	Maybe it is.	It is suggested to formulate it as a deriving fact from the analysis of the data collected.	Silvia Guzman	March-14-2016
28		This is a general statement of the consultant based on his experience and in literature.	Jorge Leiva Valenzuela	April-14-2016
28	UNDP	Right. And were they ever updated? Please confirm this with Carolina Dreikon	Santiago Carrizosa	March-23-016
28			Jorge Leiva Valenzuela	April-13-2016
29	Years.	No. Between July 2011 and August 2015 there are 4 years and one month. Please review your affirmation.	Santiago Carrizosa	March-23-2016
29		It will be reviewed. What happened is that in the signed prodoc, the end date was 2014 and that was 3 years.	Jorge Leiva Valenzuela	April-13-2016
29	These start-up workshops are very important, because it is the opportunity to update data, discuss indicators and strategies, and obtain a complete understanding of the actors participating in the project. They are the opportunity to make adjustments to the project considering the current reality of the problem and the	It is suggested to indicate if the project carried out these activities and if it had an impact on the results.	Silvia Guzman	March-14-2016
29		This will be reviewed, there is a record of a start-up meeting, although it cannot be said that such a meeting meets the expectations of a start-up workshop.	Jorge Leiva Valenzuela	April-14-2016
	institutions that act at the territory level to intervene.			
29	Facilitator of the	Explain	Silvia Guzman	March-14-2016
29		That is the problem of most of the project reports, do not explain what "facilitation" consisted of, they only mention meetings, but there is no mention of the issues	Jorge Leiva Valenzuela	April-14-2016

		discussed and agreements made.		
29	Start	If it was done on November 15, 2011. There should even be a starter workshop report and Carolina Dreikorn should have it.	Santiago Carrizosa	March- 23-2016
29		It will be reviewed. The workshop minutes arrived after the mission.	Jorge Leiva Valenzuela	April-13-2016
30	2015	See attached PAC minutes.	Carolina Dreikorn	March-16-2016
30		It has already been said that the end date was wrong in the PRODOC	Jorge Leiva Valenzuela	April-14-2016
30	Support in the proposal to update the Law on Fisheries and Aquaculture	Ana Galdamez (CENDEPESCA): Law proposal	Jorge Leiva Valenzuela	April-13-2016
30		It is the same as iii)	Jorge Leiva Valenzuela	April-13-2016
30	And missed the opportunity to make adjustments to the project, analyze indicators, activities and incorporate relevant actors who had not participated in the elaboration of the project (CENDEPESCA, for example).	It is advisable to include the adjustments that would have been necessary and to indicate how their omission affected the results.	Silvia Guzman	March-14-2016
30		The paragraph is to be deleted, since the start-up meeting was defined as a workshop. The situation, in any case, a start-up workshop and the importance that you want to assign.	Jorge Leiva Valenzuela	April-14-2016
30	Undoubtedly, no project can carry out an adequate management in a context of constant institutional instability of the executing entities and partners of the project.	It would have to be completed with some facts collected about the management.	Silvia Guzman	March-14-2016
30		It has been talked about before, that rotation prevented the continuity and coherence of project actions.	Jorge Leiva Valenzuela	April-14-2016
30	v) action guidelines for the use of resources scale 1: 25,000; vi) environmental zoning of territorial units of extreme and high environmental sensitivity scale 1:	Specify the contribution of the project to these products.	Silvia Guzman	March-14-2016
30		They are activities directly financed by the project that is why they are mentioned.	Jorge Leiva Valenzuela	April-14-2016

	5,000; vii) zoning guidelines; viii) pilot implementation of pumping fish detection systems in the Jiquilisco Bay using the sonar technique; ix) pilot project for the equipping of industrial fishing boats with radio frequency systems to monitor the entry of these vessels within the three miles exclusive for small-scale fishing;			
31	Association Agreements	What alliances / links were relevant to achieve the results?	Silvia Guzman	March-14-2016
31		Well, this point tries to establish whether the alliances worked or not.	Jorge Leiva Valenzuela	April-14-2016
31	Executive	It was not like that, there was perennial communication, official and work. These board meetings show the highest level of progress, problems are discussed and decisions are taken. The problem of the project was always known and for that reason several decisions were taken.	Carolina Dreikorn	March-16-2016
31		Indeed, here there is a difference between what is defined as communication and coordination. At high level the problem is known, the problem is that the lack of coordination produced in the execution at intermediate and field levels is remarkable. Information at this level is also diffuse and fragmented.	Jorge Leiva Valenzuela	April-14-2016
31	to last	In fact, it lasted 4 years and one month, between July 2011 and August 2015	Santiago Carrizosa	March-23-2016
31		What happens is that the prodoc indicated that the project lasted three years (ended 2014), but had activities for 4 years. This situation affected negatively the implementation.	Jorge Leiva Valenzuela	April-13-2016
31	Start	If there was a workshop.	Santiago Carrizosa	March-23-2016
31		It will be reviewed.	Jorge Leiva Valenzuela	April-13-2016
31	Perhaps due to the continuous change of project coordinators.	Include evidence so that the sentence is not perceived as meaningful.	Silvia Guzman	March-14-2016

31	Apparently, there was also a poor communication factor between project coordinators, MARN, UNDP and the steering group.	The topic was addressed in previous paragraphs. The lack of coordination between the parties was also discussed earlier. A reference will be included between the difference of the coordinators' annual reports and those discussed at the meetings of the board.	Jorge Leiva Valenzuela	April-14-2016
32	Los C6banos	The staff was hired, and it was MARN's decision with the other ministries that the entire team would work at MARN, acting as liaison with the partners and during execution were working together.	Carolina Dreikorn	March-16-2016
32		Well, there will be a clarification, but this does not change the situation described in this paragraph and those that follow. The point here is that the project was centralized rather than "decentralized." It should be remembered that one of the valuable points that were mentioned in the design of the project was exactly the decentralized execution and perspective. A paragraph will be added on this.	Jorge Leiva Valenzuela	April-14-2016
33	Whose function was to discuss	Elaborate according to the standard attributions: The Project Board is the group responsible for making consensus decisions for a project when guidance is required by the Project Manager. Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorize any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizing the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. Findings regarding the function of this group should be added. It may be relevant to include this section in the part of adaptive management.	Silvia Guzman	March-14-2016
33		OK, it will be mentioned in the standard function. Somehow, the paragraph was shortened.	Jorge Leiva Valenzuela	April-14-2016
33	Within the structure of the project and the management group, FIAES, the entity responsible for a co-financing of US \$ 3 million, was not included.	Include the reason why it should have included and the capabilities that this could add to the project.	Silvia Guzman	March-14-2016
33		OK. But again, the fact that the project is funded with US\$3 million, does not give it any responsibilities or participation during the execution.	Jorge Leiva Valenzuela	April-14-2016
34	On the other hand, the monitoring of the project	It would be useful to refer to the methods used and the distribution of responsibilities and to indicate how the project recording has been carried	Silvia Guzman	March-14-2016

	works has not been satisfactory, since the interviews and observation of the evaluator in the field, show that all the works of the sample are unfinished	out to control the results.		
34		In the documentation received so far, there is not a follow up of the works, it is only mentioned that they were being carried out. It was found that they were not finalized by the field visit that the evaluator made with the former project coordinator.	Jorge Leiva Valenzuela	April-14-2016
34	Risks	And the risk matrix of ProDoc? This matrix includes risks that were identified at the beginning of the project.	Santiago Carrizosa	March-23-2016
34		It will be reviewed. The paragraph refers to that during the execution of the activities, the annual reports of the project leader indicated the risk situations faced by the project.	Jorge Leiva Valenzuela	April-13-2016
		However, no decisions or measures are taken to lessen the consequences of these situations.		
36	2.418	Please confirm whether this is indicative of expenses incurred in excess of the project amount. Remember that according to the DOA, any over-spending must be covered by other resources of the country office.	Edwin CHIPSEN	22-Mar-2016
36		It will be reviewed. These numbers were obtained from the Excel spreadsheets of UNDP accounting.	Jorge Leiva Valenzuela	13-Abr-2016
37		Refer to the full name of the studio	Silvia Guzman	14-Mar-2016
37		It will be reviewed.	Jorge Leiva Valenzuela	April-14-2016
37), It is difficult to say that the project has maintained or increased the protection,	Review the concept of contribution vs. attribution. At this level "contribution" is established by determining a plausible link between project results and expected impact (within the change theory established for the project).	Silvia Guzman	March-14-2016
37		My apologies, but the theory of change is not even mentioned in the UNDP-GEF manual. It seems to me that it is an idle exercise to apply a method with which the project was not designed. In any case, the contribution is the activities, because the existing indicators do not allow to know what the contribution, or the territories where there are a lot of other actors intervening in the same direction.	Jorge Leiva Valenzuela	April-14-2016
37	CENDEPESCA	There was always a link of the project to be with CENDEPESCA	Carolina Dreikorn	March-16-2016
37		OK, the thing is that CENDEPESCA was not included as much. In some studies it was not even considered as a technical counterpart.	Jorge Leiva Valenzuela	April-14-2016
37	Intersectoral approaches	Indicate the starting point for measuring "the promotion of intersectoral	Silvia	March-14-2016

		approaches".	Guzman	
37		I have to comment that to do this, there must be a baseline. In any case, it could be inferred that the baseline is the lack of intersectoral approaches, which cannot be verified either.	Jorge Leiva Valenzuela	April-14-2016
37	What has undercut the project and its activities?	Check. Emphasis should be on intersectoral approaches. Impact is assessed separately.	Silvia Guzman	March-14-2016
37		OKAY. In fact, the paragraph places preference on "coordination", a "sine-quantum" condition for intersectoral interventions. The paragraph does not attempt to analyze the impact, it only wants to affirm that the lack of coordination reduces the expected impact.	Jorge Leiva Valenzuela	April-14-2016
37	The UNDP was the institution that supervised and supported the project's actions, through technical support when required and providing services to call for tenders, support TOR in making and payments to suppliers.	Include facts that allow to conclude on the effectiveness of the support provided. It would be inappropriate to include information on the MARN as an executing agency.	Silvia Guzman	March-14-2016
37		OK, the matter will be mentioned.	Jorge Leiva Valenzuela	April-14-2016
37	However, the achievement is partial, since implementation had major problems of coordination and management with the actors	Provide more elements.	Silvia Guzman	March-14-2016
37		It will be reviewed.	Jorge Leiva Valenzuela	April-14-2016
38	Decreased 20	Please indicate the year of this studies are and if they have been published. If you have the bibliographic reference, please include it in the footnote. Otherwise please remove this statement.	Santiago Carrizosa	March-24-2016
38		It's going to be checked. The source is the NGO "Fiends of the Earth."	Jorge Leiva Valenzuela	April-13-2016
38	Intermediaries, who in some cases provide them with all the	It is suggested to develop more on the sales price, since integration in a supply chain is not always a negative factor.	Silvia Guzman	March-14-2016

38	necessary elements to fish and the fisherman only contribute with their work, producing a relationship of dependence with the intermediary that accentuates their poverty.	This analysis cannot be done, the fishermen do not even know their costs and were reluctant to give detailed sales prices. Here it is only intended to show that the dependence of intermediaries still exists and that the goal of achieving independence was not achieved in most of the cases analyzed. Only an association of fishermen has achieved this, but it did so in advance of the project. Indeed, supply chain integration is not "negative" in and of itself, but the project wanted fishermen to be independent because of the perception of abuse and asymmetry in the relationship with the intermediary.	Jorge Leiva Valenzuela	April-14-2016
38	All the characteristics of being very successful,	Indicate the characteristics.	Silvia Guzman	March-14-2016
38		The paragraph will be fixed	Jorge Leiva Valenzuela	April-14-2016
40	Situation at the end of the Project (2014)	Was 2015 examined?	Silvia Guzman	March-14-2016
40		It was done with the last reports of 2015. It was left like this because the matrix estimated to finalize the 2014. The title will be changed.	Jorge Leiva Valenzuela	April-14-2016
42	Studies	What studies are you referring to? Please refer to the bibliographical references or reconsider this statement.	Santiago Carrizosa	March-23-2016
42		It refers to the studies funded by the project, which references are in the main text of the document.	Jorge Leiva Valenzuela	13-Abr-2016
42	Follow-up	Are you sure that the fishermen did not adopt these equipment? So what happened, they discarded them? Was the delivery of the equipment not accompanied by any induction or training? If this is the case it is reasonable to assume that the fishermen are using the equipment. Please reconsider your statement.	Santiago Carrizosa	March-24-2016
42		What happens is that some boats and fishing gear were delivered, but this equipment alone does not indicate that the fishermen have significantly changed their practices. Interviews with them indicate that they have probably not adopted new "friendly" practices. This is debatable, because there was also no follow-up on how fishermen use these equipment.	Jorge Leiva Valenzuela	April-13-2016
45	Relevance	It is suggested to add this to page 15 regarding contribution to GEF, UNDP priorities. See evaluation questions.	Silvia Guzman	March-14-2016
45		It does not exist on page 15. GEF and UNDP are mentioned in the following paragraphs, I do not agree with repeating the same thing over and over again. It will be analyzed.	Jorge Leiva Valenzuela	April-14-2016
46	Where the evaluator noticed a certain	Please refer to the evidence gathered	Silvia Guzman	March-15-2016

46		There is no written evidence, it is the testimony of interviewees who showed that they are tired of interventions that do not make much sense to them, due to the lack of information and clarity of those who implement the activities. This issue has already been discussed in other sections.	Jorge Leiva Valenzuela	April-14-2016
46	Sustainability	In sustainability please address the four points of view: financial, socio-political, and institutional/governance and environmental.	Edwin CHIPSEN	March-22-2016
46		My apologies, these aspects will be added.	Jorge Leiva Valenzuela	April-13-2016
46		What actions were implemented for the sustainability of the results? How has the project used the dialogue with key partners to influence the national agenda and policies?	Silvia Guzman	March-15-2016
46		The available information does not allow to infer the actions that are carried out to ensure sustainability. During the mission, no action was taken to expedite the approval of the fishing law. It was mentioned that the future IDB project will take advantage of the tourism policy guidelines developed in the UNDP/GEF project. The paragraph will be modified to add the IDB project,	Jorge Leiva Valenzuela	April-14-2016
46	MITUR's appropriation was also improved, which, in the opinion of the evaluator, was the institution that was the most benefited from the project.	Please provide facts.	Silvia Guzman	March-15-2016
46		The facts are already mentioned in the previous sections.	Jorge Leiva Valenzuela	April-14-2016
47	Conclusions	The conclusions should answer the evaluation questions. It is recommended to ensure that they offer the in depth assessment of the evaluator on the important issues. There must be a balance between strengths, weaknesses and effects.	Silvia Guzman	March-15-2016
47		It will be analyzed.	Jorge Leiva Valenzuela	April-14-2016
47	Recommendations	The recommendations should be supported by evidence and linked to findings and conclusions on key questions. It is requested to highlight the sustainability of the intervention and the critical factors for programming. Those issues that are mandatory or known, should be mentioned in a single recommendation.	Silvia Guzman	March-15-2016
47		The findings are based on the findings discussed throughout the report.	Jorge Leiva Valenzuela	April-14-2016
47	Impact	The contribution to UNDP's effect should also be addressed.	Silvia Guzman	March-15-2016

47		OK.	Jorge Leiva Valenzuela	April-14-2016
47	But if it was addressed during project implementation	Integrate the findings in this regard in the previous section.	Silvia Guzman	March-15-2016
47		This is a conclusion, the finding is in previous sections	Jorge Leiva Valenzuela	April-14-2016
48	Progress Reports	Provide evidence in the findings section.	Silvia Guzman	March-15-2016
48		The evidence is in the findings, it is in the conclusions section.	Jorge Leiva Valenzuela	April-14-2016
48	No document or disclosure of the lessons learned or replication activities of the project were made.	Provide evidence in the findings section. Were these activities foreseen in the plans?	Silvia Guzman	March-15-2016
48		Previous IDEM.	Jorge Leiva Valenzuela	April-14-2016
48	Outcomes	The logic of the GEF projects is that through the execution of the products, results of impact are obtained. Was this not the case in this project?	Santiago Carrizosa	March-24-2016
48		That's right, but through a strategy, opportunity and quality for products. What the paragraph tries to explain is that emphasis was placed on getting products to wherever they could meet deadlines, but quality has been questioned by some actors. Also, in the hurry, it was found that some works, such as bathrooms and infrastructure for fishermen, were not finished, even though the project was closed.	Jorge Leiva Valenzuela	April-13-2016
49	Accordance to the anticipated results of the projects.	It is repeated in the FIAES document. It is suggested to provide evidence if there were in accordance to their interventions in behalf of the biodiversity.	Silvia Guzman	March-15-2016
49		That is explained in previous sections, here it is only a conclusion. The evidence is fully supported by the lack of coordination and reporting system on the contribution. Again, the central theme here is not the contribution of FIADES to biodiversity, but the cooperation and coordination relationship established by the project to achieve the desired results.	Jorge Leiva Valenzuela	April-14-2016
50	Make an effort to disseminate project results to local communities and municipalities.	Indicate the results that are worth communicating and the mechanisms	Silvia Guzman	March-15-2016
50		I do not think the evaluator should judge this. It should be an agreed point between the actors.	Jorge Leiva Valenzuela	April-14-2016
50	The successful coordination practices of the project, in order to replicate	The evaluation should provide information on good practices and lessons.	Silvia Guzman	March-15-2016

50	them in other projects in execution or to be executed.	No good practices are observed, at least in the reports and interviews. The intention of the paragraph is to bring together the actors and analyze the practices carried out under this project and to identify good practices if they exist.	Jorge Leiva Valenzuela	April-14-2016
50	Lessons learned.	These are important principles that any project must follow. We suggest reviewing and reformulating the lessons based on: New or unique aspects of the project. Relevant aspects to the particular situation of the project. Aspects that lead to a concrete action that can be carried out by another project or country.	Silvia Guzman	March-15-2016
50		Although very elementary, it was found that the project did not comply with this, so they are mentioned as a lesson learned. Anyway, other less evident lessons will be considered.	Jorge Leiva Valenzuela	April-14-2016
50	Project coordinators should have some degrees of freedom and autonomy to make decisions and not be mere executors of guidelines and instructions of others. This type of management undermines the empowerment and commitment of the coordinators with the projects.	Add new evidence and pertinent conclusions.	Silvia Guzman	March-15-2016
50		Previous IDEM	Jorge Leiva Valenzuela	April-14-2016
50	In order to implement the projects, a local manager who lives in the intervened areas must be constituted, and local implementation committees must be set up to monitor and participate in project decision-making to ensure accountability, transparency and ownership of local actors .	Make a conclusion based on this.	Silvia Guzman	March-15-2016
50		This is the conclusion, based on evidence and data.	Jorge Leiva Valenzuela	April-14-2016
69	Beneficiary needs (gender and HR)	UNDP Comment: 5. Regarding the standard of success/indicator suggested for assessing the introduction of gender equality and human rights approaches, we consider that only participation is insufficient. Instead, we suggest to add criteria of	Jorge Leiva Valenzuela	Dec-18-2015

		gaps, barriers or inequities that are highlighted in the project in the problem level and the strategy of response.		
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