Project "Delivering multiple global environmental benefits through sustainable management of production landscapes"

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UNDP ATLAS Project ID: 85892

Terminal Evaluation Report:

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Country: Honduras
Implementing Partner: Secretary of Natural Resources and Environment (MiAmbiente+)

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INDEX

Executive Summary 5

- Project Summary Table 5
- Project Description (brief) 5
- Evaluation Rating Table 6
- Summary of Conclusions, recommendations and lessons 7

Acronyms and Abbreviations 12

1. Introduction 15

- Purpose of the Terminal Evaluation 15
- Scope and Methodology of the Evaluation 15
- Structure of the evaluation report 17

2. Project Description and development Background 17

- Project start and duration 17
- Problems that the project sought to address 17
- Immediate and development objectives of the project 19
- Baseline Indicators established 19
- Main stakeholders 20
- Expected Results 20

3. Findings 22

3.1. Project Design and Formulation 22

- Analysis of LFA/Results Framework (Project logic /strategy; Indicators) 22
- Assumptions and Risks 26
- Lessons from other relevant projects incorporated into project design 26
- Planned Stakeholders Participation 27
- Replication approach 27
- UNDP comparative advantage 28
- Linkages between project and other interventions within the sector 28
- Management arrangements 29

3.2. Project Implementation 31

- Adaptive Management 31
- Partnership arrangements (with relevant stakeholders involved in the country/region) 32
- Feedback from M&E activities used for adaptive management 34
- Project Finance 34
- Monitoring and Evaluation (M&E) 36
- UNDP and Implementing Partner implementation / execution coordination, and operational issues 36

3.3. Project Results 37

- Overall Results 37
- Relevance 46
- Effectiveness and Efficiency 46
- Country ownership 48
- Mainstreaming 50

- Sustainability 51
- Impact 53

4. Conclusions, Recommendations & Lessons 54

- Corrective actions for the design, implementation, monitoring and evaluation of the project 54
- Actions to follow up or reinforce initial benefits from the project 56
- Proposals for future directions underlining main objectives 56
- Best and worst practices in addressing issues relating to relevance, performance and success 56

5. ANNEXES 58

Annex 1: Matrix of Evaluation Criteria 59

Annex 2: Terms of Reference Final Project Evaluation 65

Annex 3: Technical Description of the Methodology carried out for the Evaluation 75

Annex 4: Grading Scales according to UN Evaluation Manuals 78

Annex 5: List of Revised Documents 79

Annex 6: Schedule of Activities Evaluation 81

Annex 7: Interviews Conducted 82

Annex 8: SMART and Logical Framework Consistency Assessment of the Project 84

Annex 9: Matrix for Evaluating Progress in Results 90

Annex 10: Interview Guide used for data collection 108

Annex 11: Evaluation consultant code of conduct agreement form 110

Annex 12: Evaluation report authorization form 111

Executive Summary

- **Project Summary Table**

Project Name	**"Delivering multiple global environmental benefits through sustainable management of production landscapes"**				
ID		**RESOURCES**			
GEF Project ID:	4590	Committed resources	Prodoc[1] $	MTR[2] $	Disbursements January 2020
PIMS ID	4741				
UNDP ATLAS Project ID	85892	GEF	3.045.455	3.045.455	3.045.455
Country	HONDURAS	UNDP TRAC	35.000	35.000	724
Region	Central America	UNDP Green Commodities Facility	100.000	100.000	----------
GEF Focal Area (s):	Multi-focal Area, Biodiversity, Land Degradation, SFM/REDD	ICADE	30.450	----------	----------
Management arrangements	NIM	ICADE	1.031.459	----------	----------
Implementing Partner	Secretaria de Recursos Naturales y Ambiente (MiAmbiente+)	CATIE	60.000	----------	28.000[3]
GEF Agency(ies):	PNUD	Ministry of Agriculture and Livestock (SAG)	6.000.000	6.000.000	40.124
Other partners involved	SAG, ICADE, EMPRENDESUR, ICF, FENAGH, HEIFER, CRELs, CDE MIPYME GF, CDE MIPYME CND and Local producer associations.	CABEI	10.300.000	10.300.000	----------
DATES		Others (Ganaderos, ICF, MiAmbiente+, Alcaldías, actores locales y Otros)	----------	----------	2.015.435
Prodoc Signature (date project began)	June 30, 2014				
Real starting date	February 24, 2015	**Total Project's budget**	**20.602.364**	**19.480.455**	**5.129.738**
MTR	May 21, 2018				
Closing date	December 31, 2019				
Final Board of project	January 28 2020				
PURPOSE AND MAIN RESULTS					
Project Objective: To mainstream biodiversity conservation, sustainable land management and carbon sequestration objectives into production landscapes and sectors in humid broadleaved and dry zone agroecosystems **Component 1:** Favorable enabling conditions (policies, markets and finance) for the introduction of multiple global environmental benefits in managed landscapes **Component 2.** Multiple global environmental benefits (biodiversity preservation, reduced land degradation, reduced carbon emissions and increased carbon storage) are introduced to production landscapes in the humid broadleaved forest zone (Region 1) and the dry forest					

Source: PRODOC and Internal Documents of the project

- **Project Description (brief)**

[1] In PRODOC there is no clear distinction between which amounts are contributed in cash and which in kind.
[2] From the MTR review, it was concluded that the contributions of some associates who were not involved in the project were no longer feasible, reducing the counterpart contribution by US $ 1.1 million. ICADE and CATIE stopped participating in the project, so these counterpart resources cannot be considered, nor was there an institutional replacement to take charge of these counterpart resources.
[3] The second letter of agreement was reviewed and according to the CATIE proposal, it did include a counterpart for USD 28 thousand, however, the project indicates that it has not received reports from said counterpart.

The Project was designed with the objective of reducing the environmental impacts of extensive livestock farming, which expansion causes great pressure on protected areas and ecosystems rich in biodiversity in Honduras.

The general objective of the project is to incorporate considerations of biodiversity conservation, sustainable land management and carbon sequestration in the target agrosystems, through the execution of proper practices and the introduction of new technology, to improve the productive unit. The project change proposal is based on the removal of critical barriers related to policies, markets, finance, governance, resource management planning and technical support.

The Project is carried out in two priority ecoregions in the country that are severely threatened by pressures from local production systems, one in the department of Yoro and northwest of it and the other in the departments of Valle and Choluteca, which were selected considering that they comply with the following criteria established in the design of the Project Proposal: (i) They contain a great diversity of biophysical, productive and socioeconomic conditions; (ii) They are relatively inserted in national markets for meat and dairy products, and governance conditions are relatively developed, and (iii) They promote an opportunity to generate significant global environmental benefits, given their strategic location with three important protected areas that are under threat due to livestock activities.

The strategy implemented by the Project is the adoption by farmers of improved practices for silvo pastoral management on farms, which combine improved economic viability with the generation of environmental benefits on the farm (in terms of biodiversity and the maintenance of the long-term potential for soil and vegetation resources to generate environmental goods and services), with the backing of market, financial and governance mechanisms, with the participation of mainly the following institutions: Secretariat of Natural Resources and Environment (MIAMBIENTE+), Secretariat of Agriculture and Livestock (SAG), National Institute of Forest Conservation and Development, Protected Areas and Wildlife, National Federation of Farmers and Ranchers of Honduras (FENAGH) and the support of the Ministry of Foreign Relations.

At the end of the Project's activities, the impacts were expected to materialize in the generation of global environmental benefits through agro-ecosystem services, through the production and marketing of meat and milk from sustainable livestock systems that reduce gas emissions that contribute to the greenhouse effect, deforestation and forest degradation, promoting sustainable development processes in the country.

- **Evaluation Rating Table**

Table as follows, summarizes the project's qualification in the five relevant areas of evaluation according to United Nations standards. As can be seen, the project ratings, considering the entire analysis carried out in this report, are relatively positive in its aspects (M&E, Management, Results, Sustainability and impact), and show that the project has been a good social investment.

Evaluation Rating Table

Rating Project Performance	
Criteria	**Rating**
1. Monitoring and Evaluation: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)	
M&E Overall quality	**4 Moderately Satisfactory (MS)**
M&E design at project start up	**5 Satisfactory (S)**
M&E Implementation Plan	**5 Satisfactory (S)**

2. **IA & EA Execution:** Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)	
Overall Quality of Project Implementation/Execution	**5 Satisfactory (S)**
Implementing Agency Execution	**5 Satisfactory (S)**
Executing Agency Execution	**5 Satisfactory (S)**
3. **Outcomes Evaluation:** Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)	
Overall Quality of Project Outcomes	**4 Moderately Satisfactory (MS)**
Relevance: relevant (R) or not relevant (NR)	**2 Relevant (R)**
Effectiveness	**5 Satisfactory (S)**
Efficiency	**4 Moderately Satisfactory (MS)**
4. Sustainability: Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U).	
Overall likelihood of risks to Sustainability:	**3 Moderately Likely (ML)**
Financial resources	**4 Likely (L)**
Socio-economic	**3 Moderately Likely (ML)**
Institutional and governance framework	**3 Moderately Likely (ML)**
Environmental	**3 Moderately Likely (ML)**
5. Impact: Significant (S), Minimal (M), Negligible (N)	
Environmental Status Improvement	**2 Minimal (M)**
Environmental Stress Reduction	**2 Minimal (M)**
Progress towards tension change and the state	**2 Minimal (M)**
6.Overall Project Results Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)	**4 Moderately Satisfactory (MS)**

Source: Terminal Evaluation

- **Summary of Conclusions, recommendations and lessons**

The conclusions summary is submitted in compliance with the Terminal Evaluation (TE) criteria.

The Project has an important level of achievement at the national level and with a very significant verifiable local impact. This deserves merit considering the initial design, start-up problems[4] and change of relevant stakeholders[5] within important institutions for its implementation.

Among the significant findings that the terminal evaluation detected are:

- The participating institutions and their officials and professionals of the Project (partners and main beneficiaries) have given effort and technical capacity for the Project that is very adequate and highly valued by the final beneficiaries.
- It was possible to carry out the essential parts of the project and have a significant impact on the beneficiaries.
- An adaptive strategy was carried out with a lot of goodwill from the participants despite having faced changes in both the institutional framework of government and the Project Coordination.
- The needs of the beneficiaries were clearly identified in the design and especially in the operation of the project, using simple but very appropriate and pertinent methodologies

[4] There were discrepancies between CATIE and SAG regarding the proper way to approach the project that are described in the body of this report. This caused complications in the startup phase due to project governance problems, and additionally there were problems in finding someone to coordinate the project.

[5] The most important changes occurred in the Ministry of Agriculture and Livestock, however MIAMBIENTE + and the Technical Team were able to achieve governance and advance in achieving the project's objectives.

with an emphasis on practice and with facilitators who did a very good work to relate with the ranchers.

- Studies and systematizations that were very necessary to carry out the work and be able to prepare proposals and action plans for other projects and for the institutionality of the State were also carried out. The work is perfectly scalable in terms of how it can be replicated and expanded in other areas of the country[6].
- Progress was made in agreements and the introduction of networks and joint work between the government sector, NGOs and universities.
- There is clear evidence that the Livestock sector was strengthened with an emphasis on Sustainable Livestock, supporting the creation and strengthening of its organization at local, regional and national level.
- Progress was made in raising awareness among the community and third parties, by disseminating the project's achievements and activities at national level. In particular, the holding of discussion and promotion of meetings and spaces to reflect upon sustainable livestock in the country with political and technical actors positioning it should be highlighted.

The overall performance of the project is rated as follows:

a) Relevance: The project was designed in the context of the country’s needs and it has allowed to show the viability of the proposed change: It was shown that it is not only possible to promote and push Sustainable Livestock, but also that changes have been made in the vulnerable farmer sector, which has small farmers with serious deficiencies in their technical knowledge and high levels of poverty. It is significant that it was able to promote innovations that even imply changes in their cultural patterns, even generating a cultural change in the small agricultural and livestock farmer sector. This change in quantitative terms is not as relevant in the life of the project, however, said change may be transcendental in the medium and long term in the country as a result of various continuity projects being started or materializing in the short term, as explained in the point of sustainability. The contributions to the Biodiversity focal area that are specifically expressed in the Jaguar Monitoring Protocol, the identification and Conservation of Bats, the documentation for the certification of the Tolpán Yoro Lluvia de Peces Biological Corridor, the internal regulations of the National Bureau are also significant of Biological Monitoring and support for the creation of the National Biodiversity Observatory
b) Effectiveness: Selected targets of the project were adjusted (adapted to the reality of the country and scaled down) as a result of recommendations from the Mid-Term Report (MTR) and the adaptive management approach of the project. Consequently, an important and significant achievement was reached.
c) Efficiency: There were problems during the initiation of the project and with some issues in execution that affected performance. However, following the MTR, a good execution pacing has been obtained and significant achievements have been reached.
d) Sustainability: There are several follow-up projects implemented with the support of various stakeholders, some in the start-up process and others in the preparation stage, who have procured information, products, techniques and even hired the technicians who worked with the project to define its objectives, components and lines of work. This means that there is a high probability of granting continuity to the products and objectives of the Production Landscapes Project. Therefore, a good level of sustainability of the project impact can be projected.
e) The impact of the Project in the short term is limited, especially since the area of intervention is small and there are no transcendental political changes. However, the already started process

[6] The Nama Facility project, operated by CATIE is in the design stage, having approved the concept note, holding workshops with beneficiaries to fine-tune products, strategy and operational definitions. This project plans to support the two results in the two PPP work areas, but it would also expand its work to other areas, in addition to addressing these issues at the national level, contributing to the expected Outcome 1 of the PPP.

and the experiences gained are very important as they have demonstrated the validity of the proposed change and the technology used: Cattle ranchers adopted good practices in sustainable agriculture and ranching within a year, and the topic was gradually integrated into their culture to the point that they report not only direct benefits but they want more support to delve into sustainable technologies. It is also significant to point out the improvement and contributions to the Biodiversity focal area indicated in the relevance (point a), especially the documentation for the certification of the Tolpán Yoro Lluvia de Peces Biological Corridor, which should cause an increase of the country's commitments on the subject.

The initiation stage of the project took approximately 18 months, which meant delays in implementation during the first year. Also as the project was being carried out, at the government level there were several changes in the authorities and technicians of relevant institutions for the project's progress and there were problems and limitations in the addition of some of the partners. However, the adaptive management and direction of MIAMBIENTE +, as well as its relationship with strategic partners such as the case of the FENAGH, allowed us to overcome the problems and allow the governance that the project management required to go forward, largely with the expected products and results.

Summary of Recommendations Table

	Corrective actions for the design, implementation, monitoring and evaluation of the project
1	It is recommended at the initiation of the project to carry out at least the following PRODOC analyzes, in order to verify its validity, at the first meeting of the project board or following a maximum of three months from the initiation. 1. Review of Project Theory of Change. 2. Review and analysis of the Consistency and scope of the Objectives' Framework (Results, products, indicators and goals) in its vertical and horizontal logic, mainly when the design phase distances itself in time from the start of implementation. 3. Review of the SMART standard of the Indicators of the entire Project. 4. Review of the incorporation of cross-cutting concerns (Gender, Participation, Human Rights) in the project. Make sure that they are not only considered, but also that objectives, indicators and goals are defined, with their corresponding budget if possible. 5. Diagnosis of Strategic Partners and their contributions to the operation, governance and counterpart contributions.
2	It is recommended to start the process of monitoring the results and products from the initiation of the project, generating a systematization based on experience in order to be able to subsequently build the Construction Plan and socialize knowledge of the project. This means outlining case studies, replicable experiences, and findings with high potential for knowledge dissemination and spread. In this way, the project design may not have visualized, and therefore is not reflected in the budget, the opportunity to systematize successful experiences or lessons learned that have high impact.
3	Plan the Mid-Term Evaluation from before the mid-term period of the project is completed. Given that the selection processes in many cases take several months, it is advisable to take measures to make sure that you do not fall behind and miss the opportunity that this work serves to make changes in good time. Otherwise there is a danger that midterm and terminal evaluations could be carried out with little time or distance between them, which does not make practical sense[7].
4	In the event that there is no baseline for any indicator and target, take the measures to carry it out at the latest during the first year of operation. It is also necessary to review the assumptions on which the indicators are based and therefore the baselines that may have lost validity since the Project design, which would imply a rectification of the same. The above means an analysis of the impact on the budget of said rectification because this can have a high cost.[8]

[7] In the case of the PPP, the MTR was carried out between November 2017 and March 2018 and the PE was carried out between December 2019 and March 2020.
[8] In the case of the PPP, PRODOC had a baseline for its indicators and goals, however, a long time elapsed between the design and the actual start of the project, and some assumptions lost their validity or varied, for example, the loss of forest due to pests and others indicators of which their measurement was not clear.

5	MTR results should allow decision-making[9] about the goals and even the results that are necessary to reconsider. This reconsideration must be made explicit as an agreement of the Project Board and formally requested to the GEF. This recommendation especially stems from the problems that were encountered in complying with Outcome 1 and although true, were pointed out in the MTR, but were not dimensioned as too ambitious given the context. Management Response was used but did not cover these problems in depth and was not concrete enough with the definition of activities and measurements as the issue of erosion.
6	Objectively define in an explicit plan for the entire project, the quantity and periodicity of the measurements of the project indicators.
7	It is important that based on the MTR’s recommendations and in view of the measurement of the operation, the project closure plan is made. It is recommended to do it with the two-year planning if possible, so that the process of socialization, maturation and discussion of the products generated by the project can be carried out. For example, in the project during the month of February, the national study of the livestock value chain (meat and milk) and the market study of Honduras must be handed over, which should display an updated diagnosis on the reality of these sectors. When such important information is available in advance, it not only serves to improve project decision-making, but it is also a tool to raise awareness of the project's theory of change by conducting dissemination and discussion workshops on this type of studies, which cannot currently be carried out for the project.
8	Carry out the Project Communication Plan focused on raising the awareness of third parties and on the theory of change in a way that serves to sustain the project's products and improve its impact. In the case of the Project, a communication and awareness plan of the Project's results and products was not detected, despite the fact that various actions were carried out to disseminate the project's achievements and activities, as well as holding workshops and meetings with political sectors and technicians who allowed positioning the issue of Sustainable Livestock in the country.
9	Build a sustainability plan and strategy that ensures the transfer of the project's products and results at least 18 months before the project closes, to stakeholders, including a way to measure if they begin to use and reproduce the experiences, good practices and products of the work of the Draft.
10	Carry out the Terminal evaluation at least two to three months before the end of the Project in such a way that the evaluation also allows adopting some measures before closure, especially regarding the sustainability and knowledge management of the project.
	Actions to follow up or reinforce initial benefits from the project
	It is very important to follow up on the actions indicated in the sustainability point of institutions that give continuity to the effects of the Project such as the work of a) Inclusive Territorial Economic Development Program (DEIT Sur); b) Nama Facility, c) the FAO Strengthening Governance Framework for Competitiveness of the Livestock Sector in Honduras; e) the work of the ICF with the process of legalization of the Yoro biological corridor, the work of the Reforestation Program as a source of species for live fences and the actions of SSP and the inclusion of release areas within private farms; f) The work of permanent strengthening of the CDE MIPYMES in the zones of intervention of the PPP.
	Proposals for future directions underlining main objectives
	In financial markets as immature as that of Honduras, it is advisable to see alternative goals and objectives that allow showing viable experiences with instruments on a local or regional scale that allow the transaction costs of new lines of financing to be measured. It is also advisable to previously carry out a diagnostic study of the possibilities of generating green financing alternatives. In other words, it must be thought that they are pre-competitive markets and it is necessary to generate the bases for change before considering a radical change in the operating logic of these financial markets. The issue of productive links also provides us with an interesting orientation for the design of other projects in the future in Honduras and in other countries that address the themes of the PPP: Orienting productive linkages at the local level or in specific niches that allow the structure to be skipped oligopolistic (in the case of Honduras it is milk) to specific unions of smaller size but with greater added value: chains for ice cream producers or chains to the demands of border countries such as El Salvador (San Miguel).

Summary of Lessons Table

1. Outcome 1: Favorable enabling conditions (policies, markets and finance) for delivering multiple global environmental benefits in managed landscapes
Key Lesson Learned: Influencing the public sector requires strengthening its capacities. In the case of the project, there was an assumption that SAG had the capacities, resources and could approach this project as a strategic

[9] The MTR must analyze the assumptions, partners, parties involved, see the management capacity and the resources that are available. It is a comprehensive analysis that must use the recommendations and the Management Response tool in a strategic and operational way. You should also consider new issues that can be great contributions to focal points and country commitments. In this sense, the weakness of SAG as a partner in the project is very necessary to analyze and define actions in this regard as it affected important products and results, as well as issues that arise as opportunities such as the ecological integrity of the jaguar, bats and corridors that managed the project very well.

partner. A strategy for strengthening the SAG should have been developed with a view to having a strategic partner that could accompany the project more deeply. The creation of a project that would allow it to be presented to international cooperation that included resources for strengthening the SAG carried out early could have allowed for better accompaniment of the project.
The financial market is not mature enough and the creation of green financing instruments and mechanisms is not a business priority for them. This task was very prominent in PRODOC, but the diagnosis of the possibilities of influencing them was too optimistic. Small actions were developed that did not compensate for the effort made.
Good practices: The work of promoting the National Livestock Platform that was not consolidated despite the effort of several years of the project, in the last two years it was changed by the impulse to the formalization and strengthening of local, regional livestock organizations (Yoro and Choluteca) and even the formalization of the Federation of Southern Cattle Ranchers (FEGASURH). It is considered as a good adaptive management strategy, a lesson learned and as a good practice to rethink how to advance in the sustainability of national sustainable livestock policies by strengthening the organization from its bases, from the bottom up. More organized and empowered foundations would allow, in a more effective time, to concretize with the Platform and give it sustainability in the medium and long term.
2. Outcome 2. Multiple global environmental benefits (biodiversity conservation, reduced land degradation, reduced carbon emissions and increased carbon storage) are delivered in production landscapes in the humid broadleaved forest zone (Region 1) and the dry forest agroecosystem of the south and southwest (Region 2)
Key Lesson Learned: The proposal to change was very well received by farmers and ranchers in the intervention areas. Within a few months, the beneficiaries began to adopt the proposed technologies, this implied that what had been done could have been systematized and demonstrated with case studies in order to leverage resources from other donors and expand the experience. For this evaluation’s verdict, there were deficiencies in systematizing the knowledge of what was produced by the project. The systematization allows reflection and the production of knowledge that would make it possible to sensitize other potential donors with data or to sensitize political actors at different levels so that they become agents for promoting project ideas.
Good practices: Articulation with other actors is essential to multiply the Project's efforts. The work carried out with ICF, with Panther Foundation, with CDE-MIPYMEs and several other institutions made it possible to qualitatively improve actions, expand actions and multiply resources.
The ECAs proved to be very effective and good practice. It is true that as a work modality it is not novel, however the experience in the intervention areas articulating improvements in productivity and sustainability in Honduras is relevant to systematize. The role and characteristics of the field technicians was fundamental for the farmers to take on the challenge of practicing new technologies, is easily detected in the field interviews. However, a more scientific study could reveal the key variables of the success of the process of intervention and make comparisons taking advantage of the differences between the two intervention areas or within them. Systematizing and modeling the experience of the technology transfer process is a valuable product that prevents this knowledge from being lost and subsequently multiplies these lessons.
Other good practices include carrying out concrete actions that allow to generate work standards for the country such as: o The Jaguar Monitoring Protocol o Identification and Conservation of Bats o The Municipal Plans of Territorial Regulations (PMOT) as instruments of local management that incorporate environmental sustainability o Documentation for certification of the Tolpán Yoro Lluvia de Peces Biological Corridor o Internal Regulations of the National Biological Monitoring Table, o Support for the creation of the National Biodiversity Observatory

Source: Terminal Evaluation

Acronyms and Abbreviations

ADAPTARC+	Ecosystem-based adaptation in the Central Forest Corridor
AGACH	Association of Cattlemen and Farmers of Choluteca
AGAPREN	Cattlemen Association of Nacaome
AGAY	Yoro Cattlemen's Association
AP	Protected area
APR	Annual Project Review
ATLAS	Institutional resource planning system used by UNDP to manage projects (Computer Program)
AWP	Annual Work Plan
BANTRAB	Workers Bank
BD	Biodiversity
CABEI	Central American Bank for Economic Integration
CAHLE	Honduran Milk Chamber
CAFOGA	Meat Chamber
CAMBIO	Central American Markets for Biodiversity
CAP	Capacities, attitudes and practice
CATIE	Tropical Agronomic Center for Research and Teaching
CBD	Biological Diversity Agreement
CC	Climate Change
CCCD	Cross-Cutting Capacity Development
CDE MIPYME	Business Development Centers for micro, small and medium enterprises
CIDA	Canadian Agency for International Development
CIPAV	Center for Research in Sustainable Agricultural Production Systems
CO	Country Office
CONACOBIH	National Committee of Biological Corridors of Honduras
CONECTA+	Agroforestry Landscapes and Sustainable Forest Management that generate Benefits Environmental and Economic at Global and Local Level
COSUDE	Swiss Development Cooperation
CPAP	Country Programme Action Plan
CREL	Milk Collection and Cooling Center
CSO	Civil Society Organizations
DAP	Department of Protected Areas
DEIT	Inclusive Territorial Development
DICTA	Science and Technology Directorate
DIGEPESCA	General Directorate of Fisheries
DIBIO	Biodiversity Directorate
DGA	Environmental Management Division
DNCC	National Directorate for Climate Change
D-VS	Wildlife Department
ECA	Field School
ELAP	El Zamorano Pan American Agricultural School
EMPRENDESUR	Sustainable Rural Development Program for the South Region
FAO	Food and Agriculture Organization of the United Nations
FEGASURH	Federation of Cattle Ranchers and Farmers of Southern Honduras
FENAGH	National Federation of Cattlemen of Honduras
FENACH	National Federation of Peasants of Honduras
FIRSA	Trust for the Reactivation of the Agricultural Sector
FMAM	Global Environment Facility
FSP	Regular Project
GBR	Results-Based Management
GDP	Gross domestic product

GEB	Global Environmental Benefit
GEF	Global Environment Facility
GHG	Greenhouse gases
HDI	Human development Index
ICADE	Institute for Cooperation and Self-Development
ICF	Forest Conservation and Development Institute
IFAD	International Fund for Agricultural Development
INE	National Statistics Institute
INFOP	Institute for Vocational Training
IR	Initial Report
IUCN	International Union for Conservation of Nature
IW	Start Workshop
KAP	Knowledge, Attitude, Practice
LACTHOSA	Dairy from Honduras Limited Company
LD	Land degradation
M&E	Monitoring and Evaluation
MDL	Clean Development Mechanism
MIAMBIENTE+	Secretary of Natural Resources and Environment
METT	Management Effectiveness Tracking Tool
MNMB	National Biological Monitoring Table
MTR	Midterm Review
NAMA	Nationally Appropriate Mitigation Action
NBSAP	National Biodiversity Strategies and Action Plans
NCSA	National Capacity Self-Assessment
NGO	Non-Governmental Organization
NIM	National Implementation Modality
NPC	National Project Coordinator
NRM	Natural Resource management
OCP	Project Coordinating Office
OPEC	Organization of Petroleum Exporting Countries
PESA	Special Program for Food Security
PF	Focal point
PIF	Project Identification Format
PIR	Project Implementation Review
PIU	Project Implementation Unit
PMOT	Municipal Territorial Planning Plans
PNGS	National Platform for Sustainable Livestock of Honduras
PPG	Project Preparation Grants
PPR	Project Progress Reports
PRODOC	Project Document
PSC	Project Steering Committee
RA	Rainforest Alliance
RAS	Sustainable Agriculture Network
RCU	Regional Coordination Unit
RRF	Results and Resources Framework
SAG	Ministry of Agriculture and Livestock
SAN	Sustainable Agriculture Network
SBAA	Standard Basic Assistance Agreement
SERNA	Secretariat of Natural Resources and Environment
SFM	Sustainable Forest Management
SINAPH	National System of Protected Areas of Honduras
SMART	Referred to indicators: Specific, Measurable, Achievable, Realistic y Time-Bound

SRE	Secretary of Foreign Relations
TOR	Terms of Reference
TPR	Tripartite Review
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change

1. Introduction

This evaluation was carried out according to UNDP policies, guides, rules and procedures.[10]

- **Purpose of the Terminal Evaluation**

The main objective of the Evaluation is to review and document the relevance, effectiveness, efficiency and sustainability of the proposed interventions related to the Sustainable Management of Productive Landscapes project and the progress in their implementation, as well as to evaluate or assess to what extent, how and why the effect on the sustainable development of the Country and the progress achieved are being achieved (or not). The evaluation aims to assess the contribution of MiAmbiente+ in the process, help clarify influencing underlying factors, and highlight unforeseen consequences (both positive and negative). Likewise, lessons learned should be documented and specific actions that may be taken in the future recommended. The evaluation should provide evidence to support the accountability of UNDP programs and projects.

The period to be evaluated is from 2015 to the project closing date. The main partners to be interviewed are the members of the Project Team, MiAmbiente+, UNDP team, strategic partners, local stakeholders in the implementation of the project, responsible parties in the implementation, donors and beneficiaries and institutions related to the environment issue in the country.

- **Scope and Methodology of the Evaluation**

Consistent with the Terms of Reference of the Terminal Evaluation of the Productive Landscapes Project (PPP in Spanish), the evaluation approach was essentially participatory and considered the maximum number of consultations to all those involved in the implementation (public and private institutions, at national and local level).

The evaluation was carried out comprehensively, considering all aspects of the project objectively, determining the achievements made towards the general objective, the specific objectives, the achievement of the products and expected results, and their sustainability. This evaluation managed to establish the relevance, execution and success of the project expressed in its activities in its work context and in the interests of the relevant authorities. Special relevance is given to the analysis of the sustainability of the results obtained.

Especially, being a Terminal Evaluation, that is, an *ex post* evaluation, the diagnosis focused on the detection of lessons learned and good practices regarding the context and the strategies used.

The following lines of work were addressed:

a) Evaluate according to the traditional criteria in this type of evaluations that are Relevance, Efficacy, Efficiency, Impact and sustainability.
b) Incorporate cross-cut criteria to the present evaluation, which represent an advanced and very interesting step: evaluating whether the practices with which the operational activities were carried out responded effectively to comprehensive, modern, results-oriented

[10] The following documents are taken as technical references for the present evaluation: a) UNDP-GEF 2014, Guide for conducting the final exam in projects supported by UNDP and financed by the GEF; b) UNEG 2016, Norms and standards of evaluation; c) UNEG 2008, Ethical Guidelines for Evaluation; d) UN Women 2015, How to manage evaluations with a gender focus?; d) UNDP 2011, Addendum JUNE 2011 Evaluation. Updated Guide on Evaluation of the Manual for Planning, Monitoring and Evaluation of Development Results (2009)

management, but in accordance with the principles promoted by the United Nations: incorporation of the gender approach, capacity building, knowledge management, generation of work networks and Local participation.

c) Relieve the substantive experiences and best practices acquired in mainstreaming the topic of Global Environmental Benefits from the different project interventions from the design phase to the implementation of the latest activities.

Operationally this meant developing instruments [11] and evaluative activities that allowed:

- Establish to what extent the Project executed its activities, delivered concrete products and achieved the expected and declared results in its respective PRODOC.
- Generate substantive empirical knowledge that identifies good practices and lessons learned that can be useful for other development interventions at the national level (scale-up or duplication) and internationally (duplication).
- Determine to what extent the Project has understood institutional dynamics and has contributed to addressing the needs and problems identified in the initial analysis.
- Determine the degree of incidence of the Productive Landscapes Project activities at national and / or local level.
- Establish the efficiency and quality of the results obtained and products delivered from the Project with respect to those initially planned or subsequent official reviews evidenced in the M&E Framework.
- Determine the scope of the positive effects of the Project in the mainstreaming of its activities.
- Establish an evaluative judgment on the financial, socio-political and governance sustainability of the effects of the actions, products and results of the project.

The scope of the Evaluation is the measurement of the results’ performance based on the scope and criteria of relevance, effectiveness, efficiency, sustainability and explicit impact in the Guidelines indicated in note No. 7 of this report.

In particular, the aim is to provide systematized information about the project and its achievements, based on concrete and verifiable facts that allow an objective assessment of what has been achieved based on its objectives, budget and assumptions that gave it meaning.

The people interviewed[12] belong to the main public and private institutions involved: the Secretariat of Natural Resources and Environment (MiAmbiente +), the United Nations Development Program (UNDP), National Institute for Conservation, Forest Development, Protected Areas and Wildlife (ICF) , United Nations Food Organization (FAO), Tropical Agricultural Research and Training Center (CATIE), Secretariat of Agriculture and Livestock (SAG), National Federation of Livestock Producers of Honduras (FENAGH), Honduran Chamber of Milk (CAHLE), HEIFER International[13] and representatives of local organizations such as ECA Mangulile, CDE MIPYME Cordillera Nombre de Dios, CREL APROLELY / ECA Hacienda Vieja, Mesa de Ganadería Sostenible, FEGASURH, Programa DEIT SUR INFOP, EMPRENDESUR, ECA El Trapiche and CDE MIPYME Golfo de Fonseca.

[11] “Instruments of the evaluation” are understood as the guidelines for interviews and questions made within the framework of the mid-term evaluation scheme for this type of evaluation. See Annex 1: Matrix of Evaluation Criteria from which the interview criteria and guidelines are extracted.

[12] See annex 7 agenda of interviews carried out.

[13] International NGO dedicated to work strengthening farmers and ranchers in productive improvements and their market linkages in the framework of the fight to end hunger and poverty.

The list of the information generated by the project is found in Annex 5: List of Revised Documents, which allowed us to have a database of basic information that could be contrasted, validated and verified with the interviews with the key actors related to the project.

The interviews were carried out under explicit confidentiality and stimulating the participation of the widest range of institutions and their representatives at the different levels, allowed the secondary information obtained from the reviewed documents to be qualified. The guidelines for the interviews were based on a semi-structured question guide found in Annex 1: Matrix of Criteria and Evaluation Questions.

The vision of the sequence of activities and work schedule can be seen in Annex 6: Schedule of EF Activities of the project. The interviews and field visits were carried out without setbacks and according to what is indicated in Annex 7, which shows the field mission carried out in accordance with the Terms of Reference and the concretion of the mission agenda agreed with UNDP.

Finally, to ensure the quality and relevance of the findings, a presentation was made to the project team and the UNDP team on the preliminary findings following the mission in Tegucigalpa, and comments are later expected on this document to allow improvement and adaptation thereof, as a result of the incorporation of the observations made by all the reviewing parties of the document.

- **Structure of the evaluation report**

This report contains all the supported findings, conclusions, lessons and recommendations in a clear and concise way, following the index recommended by the GEF regional technical adviser.

First, it presents a brief description of the project in the country's environmental and development context (Chapter 2). Then the results of the evaluation of the topics related to the design (chapter 3.1) and the implementation of the project (chapter 3.2) are presented. The central part of the report is the presentation of the evaluation, related to the results of the project, valued according to the GEF criteria (chapter 3.3). At the end of the report (Chapter 4), the conclusions, recommendations and lessons learned that emerge from the entire experience are presented.

All the supporting information (ToR, matrix of evaluation questions, lists of documents consulted and people interviewed, schedule, etc.) are presented as annexes.

A draft version of this report entered into a review process by the reference group, enforcement and implementation agencies, and was subsequently edited to produce this final report (available in Spanish and English).

2. Project Description and development Background

- **Project start and duration**

The project was designed to be implemented over the course of five years. PRODOC Signature (date project began) at June 30, 2014 but the real starting date was at February 24, 2015. The midterm evaluation was carried out on May 21, 2018. The project closing date was December 31, 2019 and the last project management meeting was held on January 28, 2020.

- **Problems that the project sought to address**

The following are distinguished as the environmental threats that the project sought to address:

Region 1:

- Incursion of the agricultural/livestock border in large forest areas, motivated by the desire to take over land through the establishment of de facto property rights over vacant forest land owned by the state.
- Logging of small forest remnants within existing farms, driven by demand for meat and dairy products and by the desire to assert ownership and avoid the risk of 'idle' (wooded) land being claimed by small farmers who do not have land of their own.

Region 2:

- Disruption of traditional cyclical production systems, when livestock is managed on permanent pastures and when farmers use fire to clean the land and pastures, due to changes in the demographic and economic conditions of the area.

PRODOC diagnoses two major barriers to achieving the solution:

1. The limited clarity, experience and coordination regarding how to reconcile the goals of environmental protection and the development of the productive sector in production landscapes:
   - Limited coordination in the development and application of production, social development and environmental sector policies
   - Markets fail to distinguish between products originating from sustainable and unsustainable sources.
   - Limited access to financing specifically designed for the needs and characteristics of livestock producers, or subject to criteria of environmental sustainability.
2. The limited knowledge and access to incentives and capacities of farmers to apply sustainable forms of natural resource management
   - Poorly developed governance and tenure conditions
   - Natural resource management pays little attention to the location of areas of importance for biodiversity, connectivity, and resource sustainability
   - The inadequate coverage, access and quality of technical and organizational support
   - Limited knowledge of market options and inadequate capacities to meet market requirements.

This diagnosis is well founded on background information in the project document and in interviews with farmers/ranchers in the intervention regions.

The general solution proposed in the project that conceptually becomes the proposed change is: Adoption of improved practices and silvopastoral management of farms by ranchers, which combine improved economic viability with the generation of environmental benefits on the farm (in terms of biodiversity and the maintenance of the long-term potential of land and vegetation to generate environmental goods and services), with the support of market and governance mechanisms capable of generating greater benefits for the entire landscape and avoiding the risk of intensification, which generates perverse incentives for deforestation.

The project therefore proposes a different approach to deal with threats to biodiversity, addressing the issue of the backwardness of a productive sector with technological improvements that ensure that it is more efficient and at the same time addresses environmental threats. The project involved multiple stakeholders and works conceptually at the landscape level, recognizing the complex interactions behind the impacts of production systems on the environment. For its implementation, actions are focused on the departments of Yoro, Olancho and the departments of Valle and Choluteca.

- **Immediate and development objectives of the project**

The general objective of the project is “To mainstream biodiversity conservation, sustainable land management and carbon sequestration objectives into production landscapes and sectors in humid broadleaved and dry zone agroecosystems”. The project supports a strategy that integrates elements of innovation, technology transfer, knowledge, governance and participation to the environmental dimension of sustainable development.

- **Baseline Indicators established**

The baseline indicators established for the objective and the outcome are:

OBJETIVE: To mainstream biodiversity conservation, sustainable land management and carbon sequestration objectives into production landscapes and sectors in humid broadleaved and dry zone agroecosystems	
PRODOC indicator	**Baseline Level**
Improvements in connectivity indices in Texiguat-Pico Pijol (T-PP) and Pico Pijol-Montaña de Yoro (PP-MY) corridors in Target area 1, covering 1,200km2. - Nearest neighbor index indicates distance between patches (low values are good for connectivity)	Nearest neighbor index for patches of woodland and fallow: - 27.0 in T-PP - 46.7 in PP-MY
- Juxtaposition index indicates homogeneity of distribution of vegetation patches throughout the landscape (high values are good for connectivity)	Juxtaposition index for patches of woodland and fallow: - 83.7 in T-PP 58.9 in PP-MY
Increased occurrence in Texiguat-Pico Pijol and Pico Pijol-Montaña de Yoro corridors of jaguars (*Panthera onca*), of importance for trophic conditions in neighbouring PAs	Baseline values to be determined at project startup
Improvements in area-weighted Environmental Service Index (ESI) based on birds over 3,174ha in 650 farms of Target Area 1(see section IV part VII of Prodoc)	Year 0; 0.9375
Reductions in assumed soil erosion rates in 600 farms in Target Area 2, due to introduction of silvopastoral systems and more sustainable cropping systems (SPS)	Yr. 0-1 (t/year) 384,019
Increases in assumed carbon sequestration (tCO2eq) in 650 target farms in Target Area 1 and 600 target farms of Target Area 2, due to introduction of SPS and more sustainable cropping systems	**Target Area 1:** 49,428 **Target Area 2:** 25,003
Outcome 1: Favorable enabling conditions (policies, markets and finance) exist for delivering multiple global environmental benefits in managed landscapes	
PRODOC indicator	**Baseline Level**
Percentage of beef and milk purchases of retailers and exporters that are subject to environmental sustainability criteria	0%
Volume of beef and milk purchases to which retailers and exporters have committed (through private sector policies, publications and written agreements) to apply environmental sustainability criteria by 5 years following the end of the project	0 (Walmart has made general commitments to support small farmers and sustainable agriculture in Central America)
Volume of finance provided for ranching that is subject to criteria of environmental sustainability (including non-encroachment on natural ecosystems or tree-rich agroecosystems)	0
Outcome 2. Multiple global environmental benefits (biodiversity conservation, reduced land degradation, reduced carbon emissions and increased carbon storage) are delivered in production landscapes in the humid broadleaved forest zone (Region 1) and the dry forest agroecosystem of the south and southwest (Region 2)	
PRODOC indicator	**Baseline Level**
Increase in Knowledge, Attitude, Practices (KAP) indices (to be defined at project start) among target farmers (650 in Target Area 1 and 600 in Target Area 2)	Baseline values to be determined at project startup
Area of pastures in target areas converted to silvo pastoral systems (SPS) with on-farm benefits (for habitat and connectivity in target area 1 and sustainable land management in target area 2, and increased carbon content in both)	Target area 1: An estimated 567ha SSP in 650 target farms Target area 2: An estimated 556ha SSP in 600 target farms, covering 18,211ha
Length of structurally and compositionally diverse live fences in 650 target farms of Target Area 1 in order to deliver BD connectivity benefits and generate productivity benefits for farmers Length of structurally and compositionally diverse live fences in 600 target farms of Target Area 2 to generate productivity benefits for farmers	591km (estimate, to be confirmed at project start) 943km (estimate, to be confirmed to project start)
Reduction in area of forests or tree rich agroecosystems outside of target farms directly or indirectly affected by expansion of ranching (through displacement, fattening or transhumance), due to insertion in sustainable value chains and improved governance conditions	Target area 1: Approximately 100ha/year of forest (with 130tC/ha) converted to pasture (with 1tC/ha), resulting in loss of 64,500tC stock over project lifetime Target area 2: Approximately 200ha/year of agroecosystem on hills (with 3.6tC/ha) converted to pasture (with 1tC/ha) due to displacement of ranching by commercial crops on lowlands, resulting in loss of 2,610tC stock over project lifetime

Reduction in seasonal variations in milk production in target farms	Target area 1: 13% seasonal variation in milk production in 650 target farms Target area 2:41% seasonal variation in milk production in 600 target farms
Increases in productivity of farms due to introduction of SPS	Target area 1: 1,824t/yr of beef and 19 million litres/yr of milk in 650 target farms, Target area 2: 1,408t/yr of beef and 15.6 million t/yr of milk in 600 target farms
Reduction in the numbers of farmers using fire in target area 2	70% of the 600 target farmers use fire, over 950ha/year
Numbers of farms, by area, in the target areas that are meeting criteria for insertion into sustainable value chains	0
Amounts of beef and dairy products in target areas that are sold through sustainable value chains	0
Area covered by municipal territorial land use plans that take into account considerations of landscape-wide sustainability of ranching landscapes	0

- **Main stakeholders**

The main stakeholders are:

1. The Ministry of Natural Resources and Environment (MiAmbiente+), the institutional governing body at the country level on environmental issues in the country. Being the main institution on these issues in Honduras, it acts as an Implementation Associate and is therefore the main responsible for the planning and general management of Project activities, for the approval of project products and activities before the presentation reporting to UNDP and GEF.
2. UNDP as an implementing agency is the institution that, due to its experience in the management and implementation of these types of projects, offers guarantees on its quality, provides technical support and performs objective and independent functions of supervision and monitoring of the project.
3. Ministry of Agriculture and Livestock (SAG) is responsible for agriculture and livestock issues in the country.
4. Livestock associations at the local level (Mesa Ganadería Sostenible Norte de Olancho and Mesa Ganadería Sostenible de Yoro. Regional (FEGASUR) and national (FENAGH) as they are the main beneficiaries and participants in the project.

- **Expected Results**

The objective of the project is to be achieved through the implementation of the two interrelated component of the project:

1. Outcome 1 addresses the environmental mechanisms at the policy and institutional level that allow the proposal for change to be given structural viability.
2. Outcome 2 develops a comprehensive package of support and direct technology transfer tools applied to farms in two regions of the country, addressing the problems of biodiversity, climate change and land degradation, together with improved productivity and property management in both a harmonious and integrated fashion.

Therefore, the focus of the project is to strengthen biodiversity in Honduras by improving productivity in small livestock farming by introducing technologies that allow both purposes to be achieved harmoniously. The concept of Productive Landscapes and Sustainable Livestock integrate the two objectives and are part of the training and technologies that give shape and meaning to this proposal for change.

The objective of the project contributes to the global objectives of the GEF, specifically to objective 2 of the focal area of biodiversity by promoting the conservation of biodiversity in the sustainable

management of livestock at the sector and landscape level and to the objective related to the focal area of degradation of land, aiming to achieve this by removing critical barriers related to policy, markets, finance, governance, resource management planning and technical support.

The Project Result Framework is derived from the above, which gives us a great objective, two results and 9 great products that we can see in the following table:

Project Production Landscapes Objectives and Products Framework

OBJETIVE: To mainstream biodiversity conservation, sustainable land management and carbon sequestration objectives into production landscapes and sectors in humid broadleaved and dry zone agroecosystems		
1	**Outcome 1:** Favorable enabling conditions (policies, markets and finance) for delivering multiple global environmental benefits in managed landscapes	**Output 1.1**. National Platform for Sustainable Ranching strengthened for coordination of key stakeholders across the supply chain in order to generate multiple GEBs in production landscapes
		Output 1.2. Commitments by national supermarket chains and exporters to certify, source and market beef and dairy products on the basis of environmental sustainability in order to generate GEBs in production landscapes
		Output 1.3. National program for promoting the certification of cattle farms according to Sustainable Agricultural Network (SAN) principles
		Output 1.4. Loan plans from at least 5 public and private financial institutions that support forms of management of production landscapes that generate multiple GEBs
2	**Outcome 2.** Multiple global environmental benefits (biodiversity conservation, reduced land degradation, reduced carbon emissions and increased carbon storage) are delivered in production landscapes in the humid broadleaved forest zone (Region 1) and the dry forest agroecosystem of the south and southwest (Region 2)	**Output 2.1.** Permanent multi-stakeholder sustainable ranching platforms in two target areas
		Output 2.2. Strengthened local institutions supporting the sustainable management and conservation of production landscapes
		Output 2.3. Farm management plans allowing for the maximization of environmental benefits and sustainability through the appropriate siting of land uses
		Output 2.4. Effective, relevant and sustainable support programs applied by Government, NGOs and/or private sector service providers
		Output 2.5. Agreements/and or contracts between purchasers and farmers regarding the sourcing of products produced in accordance with the generation of GEBs

3. Source: PRODOC

3. Findings

3.1. Project Design and Formulation

- **Analysis of LFA/Results Framework (Project logic /strategy; Indicators)**

The general objective of the project aims to introduce in an economic sector (agriculture/livestock) very relevant to the Honduran economy, objectives of biodiversity conservation, sustainable management and carbon retention through mechanisms, techniques and instruments that also improve productivity and quality of life in producers. The proposed technology transfer is innovative since it increases the productive benefits of producers, environmental benefits and sustainable growth in Honduras.

The proposal to change the project responds to a specific need of the Honduran livestock farming sector: Technological improvements that allow them to increase the productivity of meat and milk in different areas of the country, which would serve as a model for sustainable livestock and agriculture.

Although the need is true and well-founded, the proposal to introduce technological changes in the small agricultural peasantry, defined in the international literature as a sector adverse to change, had a degree of risk not less, which was not indicated in PRODOC.

The Project defined two priority eco-regions in the country that are severely threatened by pressures from local production systems, one in the department of Yoro and the northwest of the department of Olancho (Area Meta 1), and the other in the departments of Valle and Choluteca, (Goal Area 2), which were selected considering the following criteria established in the design of the Project Proposal: (i) They contain a great diversity of biophysical, productive and socioeconomic conditions; (ii) They are relatively inserted in national markets for meat and dairy products, and governance conditions are relatively developed, and (iii) They promote an opportunity to generate significant global environmental benefits, given their strategic location with three important protected areas that are under threat for livestock activities.

The design of the original project contemplated the active participation of both the public sector at the national level through the institutions that make up the Ministry of Natural Resources and Environment (MiAmbiente+)[14] and also the Ministry of Agriculture (SAG), which are in charge of the Environment and Agriculture and Livestock issues respectively.

Result 1 was intended to address the problem of the lack of coherence and coordination of productive development policies in the agricultural sector and environmental protection. At the policy level, this result also hoped to face the problem of access to financing for small and medium-sized ranchers, with special emphasis on the creation of specific financing mechanisms for those who integrate good farming practices and certification of their products. Finally, it was hoped to improve market access in the sector by promoting integration into production chains[15]

The problem is that the project did not adequately weigh the SAG's institutional weakness to approach and assume its task as a strategic partner, nor was the complexity of the task of intervening in a very oligopolistic and technologically backward market in Honduras adequately diagnosed (especially the milk market) and the complications of a financial market that is not yet

[14] When PRODOC was designed, there were three separate institutions that currently make up MiAmbiente+: Secretariat of Natural Resources and Environment (SERNA), ICF and INHGEOMIN.
[15] The logic was to develop procedures to certify good practices of sustainable livestock.

mature enough for the development of new financial products for a pre-competitive market such as sustainable livestock farming in Honduras.

Consistency design[16] of Result 1 also reveals that it was not well performed and shows a potential expectation of compliance of 75% in an optimal management situation.

Outcome 2 addresses the transfer aspects of the concept of productive landscapes in two specific target areas. This was supposed to be done in association with CATIE and in that the SAG should also have had an important role of supervision, technical assistance and logistics. The consistency design of Result 2 is quite good and shows a potential expectation of 100% compliance in an optimal management situation.

The governance of the project involved a shared work between MiAmbiente+ and SAG, however, as previously stated and demonstrated during the life of the project, SAG did not have or currently has the structure[17] necessary to address a challenge such as that posed by the project's change strategy, likewise this institution has had fluctuations in the permanence of officials in charge of the Under-secretariat of Livestock.

The board was actively made up of MiAmbiente+, ICF, SAG, FENAGH, SRE, and UNDP. It operated with two annual sessions throughout the project period.

GEF projects often have problems in their implementation, however, governance problems arose and remained over time due to the weakness of the SAG and problems with how to deliver technical assistance to farmers by MiAmbiente+ and CATIE.

MiAmbiente + in turn created the OCP in order to manage the various international cooperation projects that were its responsibility in the country on the issue of environment. It also wants to ensure a technical counterpart that would give objectivity to the quality of the products and ensure the governance of the International Cooperation Projects, with a direction that would assume in an executive way the directives of the Secretariat.

The Project was designed under the United Nations Development Assistance Framework 2012-2016, which is active alongside the UNDAF 2017-2021. It is currently consistent with the 2018-2021 UNDP Strategic Plan and the 2017-2021 UNDP Country Program. It was carried out under the guidelines of the Honduran government framed in the documents Nation Plan 2010-2022, Strategic Plan of Government 2014-2018 and Country Vision 2010-2038. The project is also consistent with the implementation of the United Nations 2030 Agenda for Sustainable Development, contributing mainly to SDG 12, 13 and 15.

Results Logical Analysis of Structure of Objectives-Results-Indicators-Goals[18]

The analysis of the project's results framework sought to respond to an analysis of results-based management (GBR) considering the Original Results Framework and the changes of goals made in the PIR 2018[19] for the Project, using the following qualitative instruments:

[16] See next point 4.1.2 Results logical analysis of structure of Objectives-Results-Indicators-Goals.
[17] The SAG has very few personnel, mainly in Tegucigalpa, it has no teams to turn to in the field, and no technical work teams that can take charge of direct technical assistance to the agricultural and livestock sector. During the life of the project, the vice-ministry had three vice-ministers and the position was vacant for almost a year approximately.
[18] See detailed calculation, criteria and analysis table in Annex 8: SMART and Consistency Assessment between Objective-Result-Products-Indicators-Goals of the PPP Project
[19] The reference tables analyzes show the original goals and the goals determined in the PIR 2018.

a) SMART Objective Evaluation Matrix

When carrying out the SMART and consistency analysis of the Objective with its indicators and goals we found the following results:

The objective has 7 indicators defined with their respective goals. The indicators are quite specific and their measurement is objectively feasible. Some have problems in which it is not clear that it was possible to fulfill them at the time of the project and therefore they were not necessarily achievable.

Therefore, under the definition of indicators and goals, for the Objective, it responds to a large extent to SMART standards, as can be seen in Annex 8, part a), which estimates consistency and therefore potential achievement. 90%.

b) Consistency Matrix between the Objective and its Results [20]

The Consistency evaluation allows us to measure the degree to which the proposed objective can be satisfied, if the Results are achieved. In this case the measurements are of Degree of relevance, satisfaction of the Objective and density. This allows for a joint technical analysis. The score is 1 point for each measured variable, which gives a maximum potential of 2 when there are two results. In this case, the rating obtained is 5 (out of a maximum of 6), that is, given the definition of the results, in the best case it would achieve 83% success.

When carrying out the analysis of Consistency between the Objective and the Results, it is detected that all are absolutely pertinent (100%), however the full achievement of the components would only allow satisfying (fulfilling) 75% of the objective. This happens because the result contains very general elements in its wording and result 2 is more concrete and explicit. On the other hand, in the measurement of density, weakness was again detected in result 1 in terms of its expectation of improvement in the environmental conditions for the delivery of environmental benefits.

The project probability of success measurement delivered by the Objective-Components Consistency would finally be 83%, which indicates that there are some design inconsistencies that work against the effectiveness and efficiency of project management.

The joint evaluation of the upper expression of the Objective Matrix, that is, the SMART evaluation of the Objective and the Evaluation of Consistency between the objective and its results are considered as a necessary condition for achieving the proposed change.

For the calculation of the joint evaluation of the upper level of the objective matrix, they were estimated with an equal weight or value of both measurements, to obtain the probability of success given the original design of the PRODOC. Mathematically, this means multiplying the possible success percentage of the two evaluations: 0.90 * 0.83 = 0.75.

That is, the probability of success of the project given the two previous evaluations, gives us a probability of achieving 75% of the Objective given the design of the PRODOC[21].

[20] See Annex 8 part b)
[21] See end of annex 8 b).

c) Consistency Matrix between Results and its Products [22]

In the case of Result 1, there are no products that address the issue of the oligopolistic structure of the milk market or the need to strengthen the regulatory institutions and technical support for the sector.[23] On the issue of outcome satisfaction, the 4 products do not guarantee that the environment of conditions is effectively conducive to the delivery of global environmental benefits. There is no definition of the role of public institutions or the expected level of market maturation. Finally, regarding the density of the products, it is considered that it is very specific but it is not sufficient nor does it take charge of the statement of favorable conditions. A score of 1.75 points out of a maximum of 3 points is achieved, which ultimately gives us a consistency assessment between Result 1 and its 4 products of 58%.

In Component 2, its wording, the specificity of the beneficiaries and what it is intended to achieve is concrete and only some problems are seen in terms of density in product 2.4, which assumes a certain level of institutional maturation public and private capable of providing "effective, relevant and sustainable" support programs. A score of 2.75 points out of a maximum of 3 points is achieved, which ultimately gives us a consistency assessment between Result 2 and its 5 products of 92%.

Considering the Results with equal relative weight, that is to say equal importance, it is then possible to determine that the consistency between the Results and their Products globally is 75%.

d) SMART Evaluation Matrix of Indicators and Goals regarding Results

This SMART evaluation determines if the Indicators and Goals of the Products defined by the Project have the characteristics of being a) Specific, b) Measurable, c) Achievable, d) Realistic and e) Possible to achieve in Time. The result for each characteristic for each product is different and can be seen in Annex 8 d).

The characteristics in which the best values for Outcome 1 are achieved are a) Specific and b) measurable, both with 100% chances of achievement. The characteristics of c) achievable, d) Realistic and e) Time achieves only 53%. The average for Outcome 1 is 72%.

In the case of Result 2, we also have a very good score for the characteristics: a) Specific and b) measurable, both with 100% chances of achievement. The other characteristics have definitions valued between 68% and 61%, the lowest that is considered the time to achieve the goals. The average for Outcome 2 is 79%.

Probability of Project Success given 1) Consistency between Results and Products and 2) Smart evaluation of the indicators and goals of the Results
The two evaluations are each considered as a necessary condition for the achievement of the Components and Products, but have been weighted by the relative weight in the budget given by

[22] See annex 8 c)
[23] There is a very interesting national study of the livestock chain, for which the consultant in charge of it was interviewed; who should provide valuable information for the design of government actions and policies for the sector, but that is not a guarantee that these actions will be carried out. . It is considered a contribution of the project, but it is not considered that this means any concrete progress since there is no political commitment. The effort made to promote the platform has not allowed it to materialize, it is estimated, as has been pointed out in other parts of the document, that the efforts to promote the association of ranchers locally and regionally if they are aimed at giving greater viability to the Platform in the future. On the other hand, in an interview with the Vice Minister of SAG, he expressed his commitment to the reactivation of PNGS, especially given a FAO support project that has arranged a consultant for this new impulse in 2020. This allows him a possibility of concretion to the Platform that is important, but it is not merit of the project.

the GEF contribution: Result 1 17% and Result 2 83%. This means mathematically multiplying the possible success percentage of the two evaluations: 0.72 * 0.17 + 0.79 * 0.82 = 0.77

Therefore, in its design, the probability of achieving the project in its horizontal consistency with respect to the products defined in the PRODOC is 77%.

The global result of all the consistency analysis gives us that at the Objective level we have a probability of success of 75% and at the Result and Product level the probability of success is lower, since it falls to just 77%. In other words, the Project contains some design problems in its vertical and horizontal logic that may have negatively influenced the results and the operation of the Project.

- **Assumptions and Risks**

The assumptions and explicit risks in the PRODOC can be seen in the following table:

Objective/Outcome	Risks and Assumptions
OBJETIVE: To mainstream biodiversity conservation, sustainable land management and carbon sequestration objectives into production landscapes and sectors in humid broadleaved and dry zone agroecosystems	-Variations in global commodity prices -Impacts of climate change and variability and extreme weather events on productivity -Weak governance conditions that permit deforestation and reductions in connectivity -Limited interest in farmers in incurring additional levels of effort required to apply sustainable practices and participate in sustainable value chains
Outcome 1: Favorable enabling conditions (policies, markets and finance) exist for delivering multiple global environmental benefits in managed landscapes	-Limited interest among financial institutions in adapting loans to cattle farmers and attaching criteria of environmental and social sustainability -Limited interest among farmers and/or retailers/exporters in schemes that reward the generation of GEBs
Outcome 2: Multiple global environmental benefits (biodiversity conservation, reduced land degradation, reduced carbon emissions and increased carbon storage) are delivered in production landscapes in the humid broadleaved forest zone (Region 1) and the dry forest agroecosystem of the south and southwest (Region 2)	-Limited interest among farmers in converting conventional pastures to silvopastoral systems -Partner opening -Limited interest among farmers and/or retailers/exporters in schemes that reward the generation of GEBs - Limited governance conditions and commitment by farmers in relation to the use of fire

The assumptions considered in the project design were correct, except that a greater analysis of the ability to influence the market where it was located was required (Result 1), taking more care with the goals and objectives that could be achieved. The implementation of the project also demonstrated that it was necessary to strengthen the SAG to achieve a greater effective impact at the policy level, and that the work experience could permeate the government institutions of the agricultural and livestock issue of Honduras. Finally, it can be noted that the problem addressed by the project, indicated in its objective regarding the change in environmental conditions (meat and milk market and financial market) was quite ambitious and long-term, exceeding the possibilities of a 5- year of the GEF project.

- **Lessons from other relevant projects incorporated into project design**

The project design highlights the following experiences:

1. Rainforest Alliances' experience with certified coffee that demonstrated that supply and demand must be developed simultaneously: the magnitude of demand (currently latent) would only become apparent once certified products start to work for consumers to buy, and this progressive emergence of demand in turn should stimulate and allow greater growth in supply.
2. The lessons from the GEF/IBRD trinational project in Colombia, Costa Rica and Nicaragua indicate that in the medium to long term, more sustainable production systems tend to be more profitable for farmers than existing practices. Agricultural certification motivates the generation of social benefits (better remuneration, adequate living conditions and safe working conditions for workers).
3. The lessons learned from FAO / Dutch Government "Lempira Sur" are considered: project in the west of the country on the potential of traditional agricultural systems and strengthening local governance mechanisms with the aim of reducing burning and other threats typically associated with livestock production.
4. The methodology of establishing Farmer Field Schools (ECA) is taken as an example of technical transfer. The methodology was tested and validated in a regional project on recovery of degraded grasslands implemented by CATIE. INFOP, in association with CATIE, has supported livestock-focused ECAs in the Departments of Atlántida, Colón, Olancho, Francisco Morazán, La Paz and Copán.

- **Planned Stakeholders Participation**

Specifically for the project, the role and participation of the following institutions, which were constituted in the Project Board, are highlighted:

- Secretariat of Natural Resources and Environment (MiAmbiente+) (ex SERNA)
- Ministry of Agriculture and Livestock (SAG);
- Forest Conservation Institute (ICF);
- United Nations Development Program (UNDP) and
- National Federation of Farmers and Ranchers of Honduras (FENAGH).

In PRODOC the SAG in product 1.1 and CATIE in component 2 appear as co-executors. As noted in the previous point, CATIE became a consultant in point 2 and the coordination of the project supported by the MiAmbiente+ OCP took that role.

As important allies during the course of the project we can point to:

- CATIE
- FEGASURH
- Mesa de Ganadería Sostenible de Yoro
- Mesa de Ganadería Sostenible Norte de Olancho
- Mesa Nacional de Monitoreo Biológico
- Corredor Biológico Tolpán Yoro Lluvia de Peces
- CDE MiPYME CND
- CDE MIPYME Golfo de Fonseca
- Universidad Nacional Agrícola-UNA
- Fundación Panthera
- FAO

- **Replication approach**

The design considered that the project would have a broad potential for replication in areas with similar socioeconomic, productive, market and biophysical conditions in Central America and beyond.

The biophysical conditions (which are the main determinants of productive options) in target area 1 are repeated across much of the Atlantic coast of Central America, and those of target area 2 throughout much of the Pacific slopes and, to a lesser extent, the interior valleys influenced by the effects of rain shadow.

The replication potential of the market-based instruments promoted by the project was considered to be limited by possible differences in the structure of national markets between countries in the region.

It was planned to pay special attention in the future to be able to replicate the lessons learned in objective area 1 to the livestock areas of Olancho and the agricultural / livestock border area of the Río Plátano Biosphere Reserve and adjacent protected areas.

The Sustainable Livestock Platform was supposed to be of particular value as a channel for the communication of experiences acquired in the pilot areas, and for the promoting and disseminating approaches to sustainable livestock farming, including certification and other sustainable value chains.

Replication must also be promoted through the close relationships that would exist between the project and other important government initiatives, in particular the AIDS-funded project on sustainable livestock, and the PROMECOM and EMPRENDESUR projects in the north and south of the country respectively.

The project was also thought to direct other actors and active initiatives in target areas to replication in the country, such as the National University of Agriculture of Olancho.

- **UNDP comparative advantage**

UNDP supported the Project Board of Directors by carrying out technical support functions, networks and facilitation of objective and independent supervision of the project.

- **Linkages between project and other interventions within the sector**

Links with other projects:

1. PROMECOM and EMPRENDESUR projects financed by IFAD, both implemented by UNDP, providing productive and technical financing opportunities to producers interested in investing in sustainable livestock practices.
2. Regular communication and exchanges of experiences and lessons with GEF / IBRD Project 3574 "Integration of biodiversity in sustainable livestock" in Colombia.
3. The project was supported by the GEF / UNDP project "Promotion of integrated management of ecosystems and natural resources" in the wetland agricultural / livestock border.
4. Collaboration with the GEF / UNDP project "SFM: Integrate biodiversity conservation into the management of developing "pine and oak" forests approaches to address the implications of grazing and grazing fires for pine-oak management forests
5. Complementation with Rainforest Alliance (with USAID support) and CATIE in studies and promotion of developing markets for sustainable meat and dairy products.
6. Complementing these initiatives, this project would use the GEF and local resources to work with local private partners (Regional Milk Refrigeration Centers and large companies) focused on creating demand.

- **Management arrangements**

The project was implemented according to the UNDP national implementation modality (NIM), based on the standard basic assistance agreement between UNDP and the Government of Honduras, and is directed by the Ministry of Natural Resources and Environment (MiAmbiente+) that acts as an Implementation Partner, it is also home to the GEF Technical Focal Point and the CBD Focal Point. The Implementation Partner is primarily responsible for the overall planning and management of Project activities, reporting, accounting, monitoring and evaluation, supervision of other parties responsible for implementation, and auditing of the use of Project resources. The Vice Minister of MiAmbiente+ has assumed as Project Director and chairs the Steering Committee.

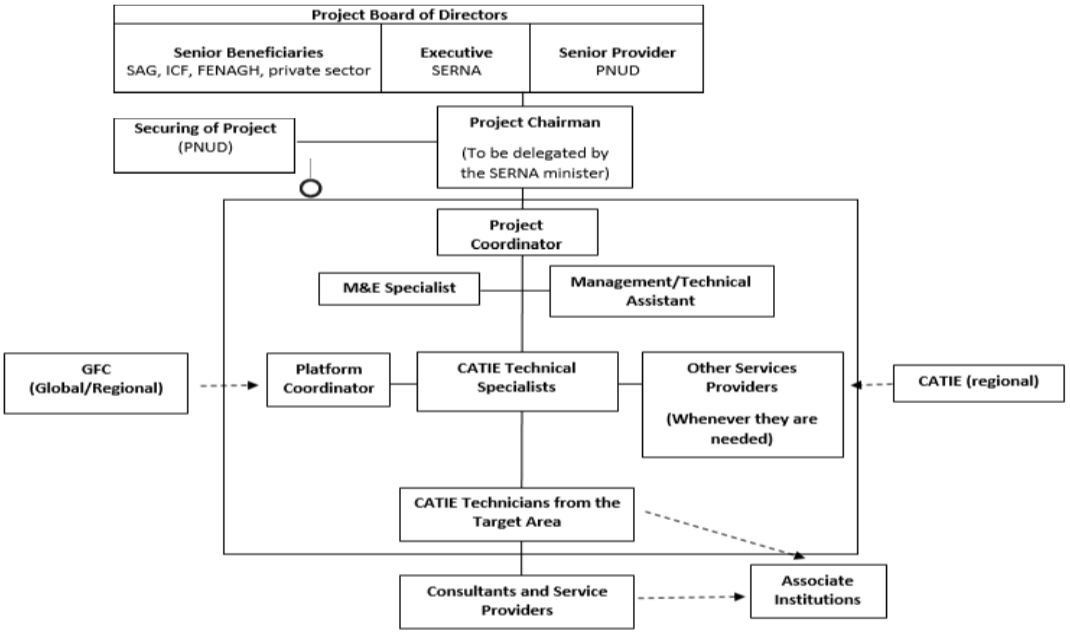
The project has a Project Board of Directors (JDP), which is made up of MiAmbiente+ (who chairs it), SAG, ICF, UNDP and FENAGH, which meets annually (twice in 2017) to discuss implementation issues, project management, as well as to approve the operational plans and annual budgets of the project.

During implementation, a Technical Committee was also formed to support the JDP in strategic definitions, such as changing indicators, reviewing goals, proposals to change the project implementation strategy and operational plans, but this committee only functioned in the stage initial.

For the operational implementation of the work, a management team called the Project Implementation Unit (UIP) was located in the Project Coordination Office (OCP) of MiAmbiente+.

The MiAmbiente+ OCP acts as the coordinator of all cooperation projects with the ministry and in this case provided support on Monitoring and Evaluation, Gender and management issues with other areas of work of the Ministry necessary for the project. It provided logistical support through the facilitation of units and also transfer and communication tasks for carrying out the work in the project's operating regions.

The following table shows the organizational structure designed in PRODOC.



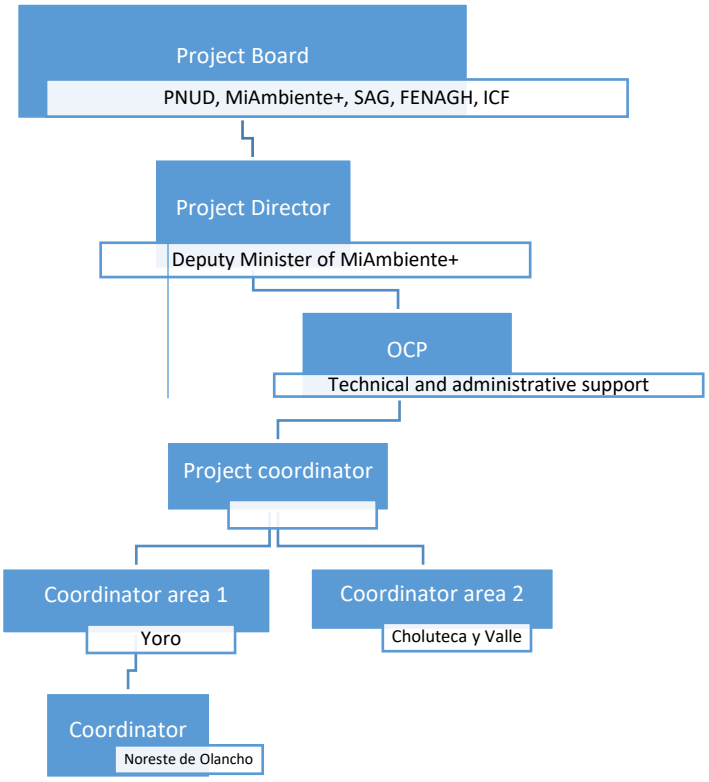
Source: PRODOC

This structure was essentially adjusted as follows:

- The Project Implementation Unit (IPU) became dependent on a team called the Project Coordination Office (OCP) which has specialists in Monitoring and evaluation, on gender issues and administrative support. The OCP is a managing, integrating and executing entity of the projects of the Secretariat of Natural Resources and Environment (MiAmbiente+) with funds from different donors worldwide, which brings together in an articulated and efficient way relevant initiatives in various environmental issues, among which We can mention climate change, sustainable landscapes, coastal marine resources, responsible mining, clean energy, etc.[24]. The OCP is created under a ministerial agreement, and currently under Executive Decree is in a transition process, so it will be part of the Presidential Office of Green Economy-OPEV.
- CATIE's role went from being a co-executor who would have design, methodological development, knowledge and direct execution tasks as the responsible party through letters of agreement signed with the implementation partner, to elaborate the methodology of the ECAs to its implementation by other executors, as well as the measurement of key project indicators
- The UIP undertook direct project execution with the support of the MiAmbiente+ OCP.

The structure of the project that worked most of the project can be seen in table below:

Organizational Structure implemented by the Project



The structure assumed by the project allowed to overcome the initial problems of start-up and the definition of the strategic partners that effectively assumed the project. The mid-term evaluation

[24] Definition taken from the OCP website: http://www.ocphn.org/v1/

indicated this change in governance without substantive criticism except that the pressure for the operation did not visualize the need for the importance of the construction of the baseline that in the PRODOC it was assumed that CATIE would carry out. Once CATIE left, priority was given to the implementation in the field[25].

The result is that this adopted structure centralized and committed MiAmbiente+ to the project, leaving the other strategic partners to a more secondary role.

Reviewing in perspective the situation of low level of operation of the first years and the overcoming of conflicts and weaknesses of some strategic partners, rotation of the project coordinator, the great control of MiAmbiente+, allowed the level of achievements of the project giving it governance and continuity to the project. The continuity and direct commitment of the Vice Minister of MiAmbiente+, who assumes as Project Director[26] throughout the life of the project, it was a guarantee for the project by delivering the strategic vision and specifying the strategy for its change.

UNDP has performed its independent oversight and monitoring work and oversees financial management in accordance with UNDP rules, regulations, policies and procedures. As the GEF Implementing Agency, UNDP receives, when a project is approved, an amount corresponding to a percentage of the total approved, to cover the specific costs of project assurance and supervision incurred by UNDP.

3.2. Project Implementation

- **Adaptive Management**

Economic Context of Project Operation

According to the World Bank, “Honduras has registered the second highest economic growth rates in Central America, surpassed only by those of Panama. The country's GDP growth reached 4.8 percent in 2017 and 3.7 percent in 2018 and is expected to grow 3.3 percent in 2019, above the average in Central America and well above the average in Latin America and the Caribbean. (ALC). Honduras has also made progress with adjustments that allow reducing the fiscal deficit and stabilizing public debt. Honduras has multiple strengths with the potential to propel the country to faster growth and greater shared prosperity, with its strategic location, a growing industrial base, continued efforts to diversify its exports, and a young and growing population. ”[27].

According to the same report, the country faces high levels of poverty and inequality. While the poverty rate (US $ 5.5 per person per day, from middle-income country) decreased from 60.8% to 52.6% between 2005 and 2017, the extreme poverty rate (US $ 1.90 per person per day, the international poverty line) is 17.2 percent, the highest in LAC after Haiti. Inequality (GINI 50.5 in 2017, among the highest in the region and in the world) has also resulted in one of the smallest middle classes in LAC (11 percent in 2015, compared to the regional average of 35 percent).

Also highlighted are volatile economic growth and high inequality that have created the conditions for the emergence of two mutually reinforcing cycles in the country: i) a cycle of high violence and low growth; and ii) a cycle of high migration / receipt of remittances and low growth. These cycles

[25] Final Report of the Mid-Term Evaluation Project: "Delivering Multiple Global Environmental Benefits, through the Sustainable Management of Productive Landscapes", Jorge Leiva Valenzuela, May 21, 2018.
[26] In the projects financed by GEF, the term Project Director is used to refer to the maximum leadership of the Project that provides its strategic guidelines and is the representative of the national institution associated in the implementation.
[27] Honduras: overview.https://www.bancomundial.org/es/country/honduras/overview, Update October 10 2019

continue to affect the growth potential of the economy and economic opportunities for Hondurans. These dynamics are also intertwined to act as pushing factors for migration. The main triggers of migration for many people in Honduras continue to be the search for economic opportunities and employment, high crime and violence, and family disintegration.

There has been no substantive change in the macroeconomic structure of Honduras, and in the dairy and livestock sector, there have been trends towards greater oligopolistic concentration. The problems of the economic environment that the project was intended to affect persist and have worsened, especially in the dairy sector. The financial system is not interested in creating lines of financing that support the development of a sustainable economy.

Therefore, it is estimated that the problems that Outcome 1 was intended to address are still in force and should affect the sustainability of the effects of the project in the short and medium term.

- **Partnership arrangements (with relevant stakeholders involved in the country/region)**

The project by design issues and its history, has had initial management weaknesses[28] and governance, which affected performance and conditioned the sustainability of its impact in the future.

In 2015, a restructuring of the state apparatus took place, which meant that SERNA (now MiAMbiente +), ICF and INGEOMINH were sheltered under the current MiAmbiente +, which in principle affected the implementation of the project. MiAmbiente + also created a unit dedicated to the coordination of projects (OCP) that were financed with International Cooperation on Environmental issues. The M&E manager and the international expert supporting this professional, who should have been hired according to PRODOC, were taken on as the task by the OCP M&E manager.

On the other hand, the SAG, which is the governing institution on the subject of Agriculture and Livestock, has very limited financial and personnel resources for all the functions that fall under its jurisdiction. According to the Mid-Term Evaluation report, with the SAG there was a difference of opinion regarding promoting the National Sustainable Livestock Platform that promoted the project. Today with the current Vice Minister of SAG, he is developing a work between SAG and FAO to promote this National Platform during the year 2020 and 2021.

As noted above, PRODOC contemplated a more active and direct participation of CATIE, however also due to internal differences with MiAmbiente +, finally CATIE left its work in the direct implementation of the actions in the Project's Areas of action and also continued with study consultancies and the theoretical and conceptual design of the technology transfer (as part of actions contemplated in letters of agreement with MiAmbiente +) that would later be carried out by technicians directly under the direction of the project coordination.

The changes in the institutional context are fundamentally that MiAmbiente + came to have a much greater role in directing and executing project activities than I had thought in the original design. This did not mean the departure of the other participating institutions, since both SAG, through its DICTA, SENASA units and the EMPRENDESUR programs in target area 2, as well as CATIE carrying out different studies, continued to work throughout the project’s life, but obviously the central weight of the entire project and those of its strategic and operational execution are largely the responsibility of MiAmbiente+.

[28] The project was delayed almost 2 years in its implementation due to initial administrative problems in hiring the coordinator and the project team (the project worked on the basis of transitory coordinators until the hiring of the first coordinator as such 19 months after the signing of the PRODOC.

Timeline and important changes from the start of project execution.

The Project begins with the signing of PRODOC on June 30, 2014, however the actual start date of its activities is February 24, 2015. Initially there was a delay in hiring the project's technical team at the central level[29] and local and in the preparation of the terms of reference for the implementation of specific studies and early acquisition processes, which limited the field operations of the activities and management planned for 2015.

In 2016 the project begins to work properly with achievements in the two results, recovering the implementation problems of 2015. The project activities and other related tasks are beginning to develop around the construction of the National Platform project for the Sustainable Livestock.

In 2017, the target intervention areas were established, however, they represent only 6 and 10% of the project goals for each target area. Problems for achieving goals begin to be detected at the end of the project.

In January 2018 the field mission of the Mid-Term Evaluation is carried out[30], detecting that the goals set are very high and must be adjusted. It is also recommended to extend the project for another year or year and a half, to focus on finishing activities that have already started, giving priority to: i) systematizing the production information of the beneficiaries who are already in the project, in order to obtain the necessary data to prepare baselines and final results for the farms intervened; ii) implement the national livestock table with the products described in PRODOC; iii) complete the environmental baselines and measure the indicators of erosion reduction in the farms; iv) support the municipalities in their territorial planning plans and elaboration of ordinances.

The presence of jaguars is detected in the Texiguat Wildlife Refuge, and other species such as Puma concolor, Leopardus pardalis, Leopardus wiedii and Puma yagouaroundi were found, which demonstrates the ecological integrity of the area and to some extent the benefits of the Systems Silvopastoral (SPS) that promote biological corridors. The National Jaguar Monitoring Protocol was prepared and approved by the National Biological Monitoring Board for official approval by ICF. A historic achievement of the project is the signing of an agreement between MiAmbiente +, LACTHOSA, and the Panthera Foundation, to support the resolution of conflicts between the jaguar and the farmers. Rancher improvements in the intervention areas are measured and tangible results are beginning to be seen that point to improved productivity and income in conjunction with improvements in environmental sustainability. The technical commitment to good livestock and environmental practices is beginning to be demonstrated not only as viable but also very well received by livestock producers for the economic benefits and the environmental awareness acquired. The National Platform for Sustainable Livestock continues to be promoted, as well as the promotion of tools for green financing without obtaining substantial achievements. The extension of the Project until December 2019 is approved based on the justification made by the Project Board.

In 2019, activities continue in the target areas and regional producer organizations are strengthened, in an adaptive strategy in light of the difficulties that have been encountered in recent years in achieving the National Platform. Work is progressing with the support for the production of meat and milk but the expected goals are not achieved. In the matter of green financing, there are no important results in relation to the goals set. The project, however, leaves a very important legacy of information, learning and ways of working that would continue in a

[29] There were serious problems in hiring the project coordinator with the failure of several acquisition processes due to not qualifying the candidates during 2015.
[30]. The MTR starts in November 2017 and the field mission takes place in January 2018

series of important projects that are being started and others that are in the design stage that should give viability and sustainability to its objectives and proposal exchange.

The last project meeting was held on January 28, 2020 presenting the preliminary findings of the terminal evaluation, and this evaluation ends in April 2020, considering the time for review and validation.

- **Feedback from M&E activities used for adaptive management**

The design of the monitoring and evaluation responds to the UNDP norms, in the reports, the documents to be generated, etc., however, the reports did not clearly reflect the governance problems that occurred and the problems that the project had for achieve result 1 until following the mid-term evaluation in which various actions were carried out to follow up on the recommendations.

The problems of measuring results were not sufficiently highlighted in the follow-up reports and in the PIRs.

- **Project Finance**

The resources provided by the GEF according to the original planning of PRODOC can be seen in the following table:

GEF Resources by Project Component Table (US$)

GEF Resources	Year 1	Year 2	Year 3	Year 4	Year 5	Total	%
Outcome 1: Favorable enabling conditions (policies, markets and finance) exist for delivering multiple global environmental benefits in managed landscapes	156.460	150.960	134.160	49.660	42.660	533.900	**17,53%**
Outcome 2. Multiple global environmental benefits (biodiversity conservation, reduced land degradation, reduced carbon emissions and increased carbon storage) are delivered in production landscapes in the humid broadleaved forest zone (Region 1) and the dry forest agroecosystem of the south and southwest (Region 2)	652.240	457.285	424.465	397.102	428.757	2.359.849	**77,49%**
Project management	39.740	26.540	35.043	15.640	34.743	151.706	**4,98%**
Total	**848.440**	**634.785**	**593.668**	**462.402**	**506.160**	**3.045.455**	**100%**
%	**27,86%**	**20,84%**	**19,49%**	**15,18%**	**16,62%**	**100,0%**	

Source: PRODOC

As can be seen, the planned resources were a very important start, going to 28% in the first year, down to the fourth year with a disbursement of slightly less than 15% and 16% in the last year.

By results, a disbursement of 17.5% was expected for the first result and 77.5% for the second result, marking a clear emphasis on the work of technology transfer, training and direct strengthening with livestock farmers in the identified regions.

The GEF financial contribution to the project was estimated at approximately 15% in the original design. The expected contributions from other institutions were substantially lower, which meant that the GEF finally ended up contributing almost 60% of the resources used in the project.

PRODOC did not define whether the co-financing resources should be in kind or effective. Ultimately most of the co-financing was primarily in-kind, (just over $ 2 million) with a large amount of direct beneficiary contributions providing facilities for Field Schools (ECA), specialty contributions, great work ICF's on-time and on-site contributions from ranchers, beginning with FENAGAH, FEGASURH and various local associations, many of which were part of this project.

The sources of financing and the actual disbursements made by the project at the end of the project can be seen in the following table:

Project Disbursement Table (US$)

Institutions	(1) Prodoc[31] US$	(2) Revised Commitments[32] $	(3) Disbursements and Counterpart January 2020	% Disbursements Regarding the Commitment (3)/(2)	% Disbursement Regarding the Total Contributed
GEF	3.045.455	3.045.455	3.045.455	**100%**	**59,37%**
UNDP TRAC	35.000	35.000	724	**2%**	**0,01%**
UNDP Green Commodities Facility	100.000	100.000	----------	----------	----------
ICADE	30.450	----------	----------	----------	----------
ICADE	1.031.459	----------	----------	----------	----------
CATIE	60.000	----------	28.000	----------	**0,55%**
Ministry of Agriculture and Livestock (SAG)	6.000.000	6.000.000	40.124	**1%**	**0,78%**
CABEI	10.300.000	10.300.000	----------	----------	----------
Others (Ranchers, ICF, MiAmbiente+, City Halls, local actors and Others)	----------	----------	2.015.435	----------	**39,29%**
TOTAL	**20.602.364**	**19.480.455**	**5.129.738**	**26%**	**100%**

Source: PRODOC y MTR

The Midterm Evaluation found that there was very low accreditation of the co-financing resources and I recommend that the project be concerned with ensuring that accreditation is carried out.

[31] In PRODOC there is no clear distinction between which amounts are contributed in cash and which in kind.
[32]ICADE and CATIE stopped participating in the project, so these counterpart resources cannot be considered, nor was there an institutional replacement to take charge of these counterpart resources. The resources of the Central American Bank for Economic Integration (CABEI) were also not available because they were part of a project that was in the process of being completed and the PPP was too late in its implementation to be able to count on those resources.

This evaluation estimates that a greater amount of resources made by various institutions and stakeholders could have been accredited, however, the management team did not worry about the issue until the project was already completed. This issue is evaluated as a weakness in the management of the OCP and the Project Coordinator.

- **Monitoring and Evaluation (M&E)**

The mechanisms for monitoring the execution of the Project respond to the systems used by UNDP and include:

- Project Board Meetings
- Annual report (PIR)
- Administrative and financial management in the ATLAS system
- Country Office Monitoring Platforms[33].

POAs have been developed and the JDP met at least twice a year, taking executive agreements that guided action.

The OCP permanently followed up and provided technical support to the work of the project Coordinator.

The mid-term evaluation indicates that the project does not have a strategic document that justifies and guides the different activities and their execution times, which was confirmed by this evaluation, however in practice the strategic guidelines were provided by the Vice Minister from MiAmbiente+ and also responded largely to PRODOC[34].

Therefore, at the level of the general quality of the M&E it is rated 4, Moderately Satisfactory (MS), that is, there were moderate deficiencies.

- **UNDP and Implementing Partner implementation / execution coordination, and operational issues**

The Coordination of the project implementation was responsible for the Coordinator hired by the project. The project coordinator's initial contract took 18 months. Subsequently, there have been three coordinators placed in the project work process, two have resigned because they found other tasks that they preferred.

The UNDP Nature, Climate and Energy team assumed the work of the Implementing Agency and the Implementation Partner that was the responsibility of the MiAmbiente+.

From the investigation of the project records and especially of the minutes of the Project Board, it can be pointed out that the representatives of UNDP and MiAmbiente+ were always present in the decisions of the Project. UNDP made important technical and administrative recommendations and MiAmbiente+ had a presence as an environmental focus group, in the field with the ICF and by other divisions as required, facilitating attention to the needs of the Project.

[33] The Quality Assurance of the project was carried out and registered on its Intranet platform.

[34] At the final meeting, a document called Sustainability Strategy was presented, which is a very good description of the Project and its products. In the final part, point 8, two tables are presented with a detail of actors and actions that give sustainability to the Project exit strategy. This document is very valuable, however, this report is not a document that has provided strategic lines during the development of the project, nor is it technically an exit strategy, since it does not indicate objectives or the way in which the changes proposed by the Project could be ensured, only continuity actions are reported.

MiAmbiente+, as an Implementation Partner, assumed a presidency role in the Project Board and supervised the execution through the OCP.

As indicated in point “Timeline and important changes that have occurred since the start of project execution”, there have been problems of slow initial implementation and governance that were subsequently assumed through a centralization of MiAmbiente+ to give it governance and ensure project execution.

En este punto de coordinación de implementación / ejecución del PNUD y del Socio Implementador, y asuntos operativos, se evalúa con un 5 (S) Satisfactorio ya que si bien hubieron problemas con la puesta en marcha y se enfrentaron cambios en la coordinación del proyecto, PNUD y MiAmbiente+ le dieron orientación estratégica y lograron darle continuidad y sentido a la gestión operativa.

3.3. Project Results

- **Overall Results**

The reports of the field work and of the different actions carried out show important efforts of the project coordination, the area coordinators, the technical staff, the MiAmbiente+ OCP and the Project Board in order to advance in the goals and achievement of the Products. Despite the start-up and governance problems, it was possible to move forward and complete the execution of the project, clearly detecting achievements in each of the results and products with different depth, breadth and quality, as can be seen in Annex 9: Matrix of evaluation of the progress in the results.

The project closure report[35] provides a satisfactory summary of the project beneficiaries:

The direct beneficiaries were 650, of which 600 producers have participated in a process of training and capacity building through the Field School methodology, with a participation of 27% being of women; the rest of the beneficiaries belong to CRELES and livestock associations, such as

- 23 field schools (1 exclusively for women), training processes and exchange of experiences
- 14 municipalities, of which 8 carried out their Land Use Plans.
- National Biological Monitoring Table (integrated by SAG, MiAmbiente+, ICF and the academy).
- 34 ranchers associations, supported by organization and legalization processes.
- 3 Regional Tables of sustainable livestock, participating in dialogue and decision-making.
- 1 Livestock Federation of Southern Honduras (FEGASURH) brings together 10 livestock associations from the departments of Choluteca and Valle.

As a summary of the achievements shown in the results sheets, the following can be pointed out:

- The participating institutions and their officials and professionals of the Project (partners and main beneficiaries) have made a delivery of effort and technical capacity for the Project that is very adequate and highly valued by the final beneficiaries.
- It was possible to carry out the essence of the project and have a significant impact on the beneficiaries.
- There was an adaptive strategy with a plenty of goodwill from the participants despite the changes in the institutional framework of the government and the changes in the Project Coordination

[35] Productive Landscapes Project Closure Report, January 23, 2020.

- Simple but very appropriate and pertinent methodologies were used for the beneficiaries with an emphasis on practice and with facilitators who carried out very good work in relation to the ranchers.
- Studies and systematizations that were very necessary to carry out the work and to be able to prepare proposals and action plans for other projects and for the institutionalism of the State were also carried out.
- Progress was made in agreements and networking and joint work between the government sector, NGOs and universities.
- The Livestock sector was strengthened by supporting its local, regional and national organization capacity.

It is true that there were problems in meeting Outcome 1 and its products, but the most significant thing was that it was demonstrated at the level of experiences in the areas of intervention, that the proposal for change that supports the Project was not only pertinent, adequate, and necessary, serving as an example to other experiences that would give it continuity in the future in Honduras.

The evaluation of the results, as indicated, was done in coherence with its project objective structure, paying attention to the entire scope of the results-based management chain (GBR), from contributions, results, performance, possible impacts and relevance.

The method and rating scale responds to the UNDP Project Implementation Evaluation Guide.

- Green color codes: complete, the indicator shows a success achievement greater than 80%;
- Yellow color codes: the indicator shows an expected completion at the end of the operation and achievement greater than 60% and
- Red color codes: the indicator shows few achievements; unlikely to be completed at the close of the trade.

The assessment is qualitative, using a rating that describes a level of achievement on a 6-point scale (see Annex 8).

In the following point 4.3.2 the evaluation and qualification matrices of each one of the results are shown. As can be seen, the resulting global or summary score of the two results is good, obtaining an achievement level of 4 (Moderately Satisfactory) on a scale of a maximum of 6, estimating the achieved result of 75%. The global calculation of the probable sustainability of the entire project is also 75%, therefore, it is located in the range in which it presents some minor deficiencies in the set of efficiency, effectiveness, execution and follow-up and monitoring.

The results evaluation and scoring matrices are based on the information found in Annex 9, evaluation matrix of the progress in the results.

Evaluation Matrices: Objective Achievement Rating and Results

Matrices Summary of Evaluation and Qualification of Results

Color code for the Evaluation of the Indicators	Green = Achieved	Yellow = Partially achieved	Red = Not achieved

a) Matrix of evaluation and qualification of the Project Objective

OBJETIVE: To mainstream biodiversity conservation, sustainable land management and carbon sequestration objectives into production landscapes and sectors in humid broadleaved and dry zone agroecosystems					
PRODOC indicator	**PRODOC goal**	**2018 PIR Revised Goal**	**Achievement Assessment [36]**	**Sustainability [37]**	**Relevance[38]**
Increases in assumed carbon sequestration (tCO2eq) in 650 target farms in Target Area 1 and 600 target farms of Target Area 2, due to introduction of SPS and more sustainable cropping systems Improvements in connectivity indices in Texiguat-Pico Pijol (T-PP) and Pico Pijol-Montaña de Yoro (PP-MY) corridors in Target area 1, covering 1,200km2. - Nearest neighbour index indicates distance between patches (low values are good for connectivity) - Juxtaposition index indicates homogeneity of distribution of vegetation patches throughout the landscape (high values are good for connectivity) Increased occurrence in Texiguat-Pico Pijol and Pico Pijol-Montaña de Yoro corridors of jaguars (*Panthera onca*), of importance for trophic conditions in neighbouring PAs Improvements in area-weighted Environmental Service Index (ESI) based on birds over 3,174ha in 650 farms of Target Area 1(see Section IV part VII of Prodoc) Reductions in assumed soil erosion rates in 600 farms in Target Area 2, due to introduction of silvo pastoral systems and more sustainable cropping systems (SPS)	Target Area 1: 80,118 Target Area 2: 41,623 Nearest neighbor index for patches of woodland and fallow: - 24.0 in T-PP - 42.0 in PP-MY Juxtaposition index for patches of woodland and fallow: - 90.0 in T-PP - 65.0 in PP-MY Target values to be determined at project startup, Baseline values T-PP: 1 PP-MY: 0 Year 4: 1,3590 (Increase 0.4215) 214.800 Year 5 (t/year) Net reduction over year 2-5 (t) -203,061	Goal Stays Goal Stays Nearest neighbor index for patches of woodland and fallow: - 240 m T-PP - 420 m PP-MY Goal Stays Goal Stays IBSA goal: 0.864 Goal Stays	**5. Satisfactory (S): There were only minor shortcomings.** There have been minor deficiencies that have been overcome The measurement at the level of the 58 farms shows an achievement higher than the goals in terms of carbon sequestration in 47% for Goal area 1 and in 13% for Goal Area 2 . In the Indicator of connectivity indexes with the revised goal, it was also possible to overcome the distance from the closest neighbor in both corridors slightly. The juxtaposition index shows negative trends in Corridor 1 and positive in corridor 2, however the impact of the project work has necessarily been positive and this should be reflected in the near future. In 2017 and later in 2018 and 2019, the presence of the jaguar in the Texiguat Wildlife Refuge was reported and the National Jaguar Monitoring Protocol was made official, validated and approved by the National Biological Monitoring Table and was made official by the ICF in 2019 in the official newspaper. The results of the IBSA goal (PIR 2018) are very positive with a conservation value between 4 and 52% higher than the goal. The erosion indicator was not measured, however the project actions must necessarily have contained and reduced erosion rates in the area. The overall PRODOC goals for the objective are considered to have been achieved with minor shortcomings.	**4. Likely (L)** There are estimated to be negligible risks to sustainability. This is especially estimated due to various projects that give continuity and extension to the work started by the project. (see point 4.3.7 sustainability in the report)	**2. Relevant (R)** **At national and local level.**

[36] Ratings assigned with the 6-point scale of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU)

[37] Sustainability ratings: 4. Likely (L): negligible risks to sustainability, 3. Moderately Likely, (ML):moderate risks, 2. Moderately Unlikely (MU): significant risks, 1. Unlikely (U): severe risks

[38] Relevance ratings: 2. Relevant (R), 1. Not relevant (NR)

b) Matrix of evaluation and qualification of Result 1 of the Project

Outcome 1: Favorable enabling conditions (policies, markets and finance) exist for delivering multiple global environmental benefits in managed landscapes					
PRODOC indicator	**PRODOC goal**	**2018 PIR Revised Goal**	**Achievement Assessment [39]**	**Sustainability[40]**	**Relevance[41]**
Percentage of beef and milk purchases of retailers and exporters that are subject to environmental sustainability criteria	20% of beef and milk products (1,700t/year of beef and 22 million liters/year of milk)	20% of the production of the intervened farms advance with environmental sustainability criteria	**3 Moderately Unsatisfactory (MU)** PRODOC's goal involved having more and more extensive areas of intervention to achieve that impact. For its part, the 2018 PIR goal is a very undemanding goal, with little significant impact in the areas of intervention. There are no direct records that show exactly the fulfillment of the goal; however, the reports and the reports of the interviews carried out allow us to point out that the goal that the ranchers manage their farms with criteria of environmental sustainability is long exceeded. The problem is that the indicator linked production to market marketing chains (export is even mentioned) in which there is no significant evidence. The project promoted during all its years of operation the National Platform for Sustainable Livestock, with which the framework of incidences on policies from the public and private sector could be generated, which could not be achieved. It may be continued and even FAO is currently working on this issue, however the probability of success is complex. For its part, the project gave impetus to local and regional livestock organizations, which can be of great importance for the future of policies and actions on the subject.	**2. Moderately Unlikely (MU): significant risks.** Environmental sustainability in the intervened areas is highly probable due to continuity projects and also the expansion to other areas. Linking to the market and linkages is a more difficult issue and although it is true that it is intended to be addressed by other projects, it is difficult given the structural weakness and low productivity of the sector. The milk market is essentially oligopolistic and the meat market is complex as well.	**2. Relevant (R)** National, Very High.
Volume of beef and milk purchases to which retailers and exporters have committed (through private sector policies, publications and written agreements) to apply environmental sustainability criteria by 5 years following the end of the project	Retailers and exporters have committed through publications and written agreements to applying environmental sustainability criteria to 2,100t/year of beef and 28 million liters/year of milk (25% of their purchases by 5 years after project end)	Goal Stays	**2. Unsatisfactory (U): there were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency** This goal is clearly ambitious and could be seen early with a macroeconomic analysis, however it was not largely questioned and it was not finally adjusted. Only in the closing report it is stated that the issue should be reviewed because it depends on many factors external to the project. A study of the value chain and the meat and milk market that is soon to be delivered was carried out, which can be a valuable contribution to directing the activities of projects that are in line with the continuity of the project. Progress towards a certification process (a necessary condition for export and to give certainty to important buyers) is in very early stages (there is no national standard for sustainable livestock), It is not classified as highly unsatisfactory precisely because the indicator is considered too demanding for the production structure and although in the June 2017 report of the board it was raised as a concern and it was proposed to review it, it was never formally adjusted.	**2. Moderately Unlikely (MU): significant risks.** The rating is not lower because the projects that give it continuity are expected to benefit from the meat and milk market study, which seek simpler marketing chains and have more relevant goals.	**2. Relevant (R)** National, Very High.

[39] Ratings assigned with the 6-point scale of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU)
[40] Sustainability ratings: 4. Likely (L): negligible risks to sustainability, 3. Moderately Likely, (ML):moderate risks, 2. Moderately Unlikely (MU): significant risks, 1. Unlikely (U): severe risks
[41] Relevance ratings: 2. Relevant (R), 1. Not relevant (NR)

Volume of finance provided for ranching that is subject to criteria of environmental sustainability (including non-encroachment on natural ecosystems or tree-rich agroecosystems)	**Target area 1:** - $2.3 million disbursed to 540 producers covering 23,000ha **Target area 2:** - $2.0 million disbursed to 490 producers covering 21,000ha	Goal Stays	**2. Unsatisfactory (U): there were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency** This goal had little significant performance and could only demonstrate that the financial market has not been willing to risk working with this sector[42]. Guarantee and guarantee funds are a path that was started to be explored and with which it is possible to have some degree of success in the future depending on the design and the maturity and confidence that the financial system acquires.	**2. Moderately Unlikely (MU): significant risks.** This topic is very relevant, however it requires a process and planning of work over several years. In this matter, the project was very ambitious and should have been articulated with institutions that are specialists in the financial field such as the IDB and have developed green financial products in many countries in Latin America and the Caribbean.	**2. Relevant (R)** National, Very High.
Overall judgment of the score of Result 1 based on achievement of the goals and activities carried out					
SUMMARY: Qualitatively, an achieved result of 39% is obtained with a probable sustainability of 50% in a field that is highly relevant to the needs of the country.					

This result contains 3 Indicators with their respective goals and 4 Outputs. However, the goals were unrealistic, and only one was adjusted. The level of achievement is low for a result that considered just over 17% of the GEF financing budget. The estimated counterpart contribution was quite considerable but was not achieved, which may also have influenced the meager results of this result.
The 4 expected Products of this Result are:
1.1. National Platform for Sustainable Livestock strengthened for the coordination of key stakeholders throughout the supply chain: This product could not be achieved despite having worked on it permanently. The conditions to achieve it did not exist and this was outside the possibilities of the project. Notwithstanding the foregoing, a great success of the project was having promoted and promoted the organization of producers at the local and regional level, highlighting the transcendental achievement of the creation and formalization of the Federation of Cattle Ranchers of Southern Honduras (FEGASURH), institutionality banding together more than 500 ranchers from various producer associations in southern Honduras, that has a development strategy based on Sustainable Livestock and that would undoubtedly have a significant social and market structure impact in the near and long-term future. .
1.2. Commitments expressed by the private sector in policies, publications and agreements written by supermarket chains and exporters to certify, supply and market meat and dairy products on the basis of environmental sustainability to generate GEBs in production landscapes. Product not achieved, identifying that the country does not have a national standard for sustainable livestock so there is no way to qualify as sustainable products
1.3. National program to promote the certification of livestock farms in accordance with the principles of the Sustainable Agriculture Network-RAS (RAS or SAN Standards). The farms supported by the project improved significantly approaching the RAS standards, but there are no measurements that show this change regarding compliance with the Standard. Product not achieved
1.4. Plans for loans from at least 5 public and private financial institutions that support forms of production landscape management that generate multiple GEBs: Product with little significant achievements.

The Result 1. Favorable conditions (policies, markets and finances) for the delivery of multiple global environmental benefits in managed landscapes obtains an overall rating of 2 (Unsatisfactory).

[42] The National Bank for Production and Housing has managed to expand the supply of financing and guarantee funds for other value chains (coffee) and this could eventually be extended to the livestock chain.

c) Matrix of evaluation and qualification of Project Outcome 2

Outcome 2. Multiple global environmental benefits (biodiversity conservation, reduced land degradation, reduced carbon emissions and increased carbon storage) are delivered in production landscapes in the humid broadleaved forest zone (Region 1) and the dry forest agroecosystem of the south and southwest (Region 2)					
PRODOC indicator	**PRODOC goal**	**2018 PIR Revised Goal**	**Achievement Assessment [43]**	**Sustainability[44]**	**Relevance[45]**
Increase in Knowledge, Attitude, Practices (KAP) indices (to be defined at project start) among target farmers (650 in Target Area 1 and 600 in Target Area 2)	To be determined at start up Initially determined: Silvopastoral 73 73 Biodiversity 70 Carbon stock 89 Sustainable production 64 Value Chains 55 Green Markets 100 Financing 100 Average 79	Goal Stays	**5. Satisfactory (S): There were only minor shortcomings.** The values achieved are equal to or greater than the goals in the areas of silvopastoral systems, Biodiversity, Sustainable Production and Value Chains and are not achieved especially in the case of Green Markets and financing. The results and the field interviews allow us to endorse the change proposal and the importance of the technical assistance methodology in this economic sector. The project managed to connect producers with the Business Development Centers, ensuring much-needed technical support in management for the sector. The unsuccessful issues respond to more structural problems in Honduras and mean longer-term work.	**3. Moderately Likely (ML): moderate risks** The training and internship work in the areas was very well developed; however, the small farmer sector is very precarious, which implies considering that in the medium term there may be sustainability risks.	**2. Relevant (R)** At national and local level.
Area of pastures in target areas converted to silvopastoral systems (SPS) with on-farm benefits (for habitat and connectivity in target area 1 and sustainable land management in target area 2, and increased carbon content in both)	**Target area 1:** An estimated 3,741ha SSP in 650 target farms, (an increase of 3,174ha) **Target area 2:** An estimated 3,703ha SSP in 600 target farms, covering 18,211ha (an increase of 3,147ha)	**Target area 1:** An estimated 1,850 hectares of SSP in 650 targeted farms. **Target area 2:** An estimated 700 hectares of SSP in 600 targeted farms.	**6: Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency** The farms supported by the project have a management under the principles of silvo pastoral systems with a different intensity among them. With the change of goals, the goal in area 1 was exceeded by 12% and the goal in area 2 by 54%. A total of 3,152 ha of silvo pastoral systems was achieved. The achievement is very significant, especially since the owners of the farms are very proud of what they have achieved and have integrated it into their way of life.	**4. Likely (L): negligible risks to sustainability.** Although it is true that there are always risks in vulnerable populations such as small farmers, the improvements in fattening, livestock health and milk production showed that benefits can be obtained for the family and stimulate them to continue with the practices.	**2. Relevant (R)** At national and local level.
Length of structurally and compositionally diverse live fences in 650 target farms of Target Area 1 in order to deliver BD connectivity benefits and generate productivity benefits for farmers	**Target area 1:** 967km (an increase of **376km**) **Target area 2:** 1,218km (an increase of **275km**)	Goal Stays	**4: Moderately Satisfactory (MS):there were moderate Shortcomings** Although the achievement achieved in goal area 1 is 61% of the goal (589 km from a goal of 967km)[46] and in target area 2 it is only 9% of the target, the replacement by live fences requires several years to be able to effectively see the benefits that are basically cost reduction. In goal area 2 the results are also explained by prolonged droughts. The interviewed farmers say that they like the idea very much and want to continue implementing it.	**3. Moderately Likely (ML): moderate risks** Farm owners are believed to have adopted this type of work, but it is a slow process to achieve, with cost reduction benefits that are not immediate.	**2. Relevant (R)** At national and local level.
Reduction in area of forests or tree rich agroecosystems outside of target farms directly or indirectly affected by expansion of ranching (through	**Target area 1:** Approximately 50ha/year of forest converted to pasture, resulting in avoided loss of 250ha of forest agroecosystem	The original total expected to be achieved in the two target areas was 750 ha of forest	**6:Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency** In total, 1,014.5 hectares were released in the two project target areas, exceeding the original project goal by 35%. Farmers well	**4. Likely (L): negligible risks to sustainability.** There is a great awareness among farmers who implemented this measure	**2. Relevant (R)** At regional and local level.

[43] Ratings assigned with the 6-point scale of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU)
[44] Sustainability ratings: 4. Likely (L): negligible risks to sustainability, 3. Moderately Likely, (ML):moderate risks, 2. Moderately Unlikely (MU): significant risks, 1. Unlikely (U): severe risks
[45] Relevance ratings: 2. Relevant (R), 1. Not relevant (NR)
[46] Data Proyect closing report, January 23, 2020

displacement, fattening or transhumance), due to insertion in sustainable value chains and improved governance conditions	(net benefit of 32,250tC stock) over project lifetime **Target area 2:** Approximately 100ha/year of agroecosystem on hills converted to pasture due to displacement of ranching by commercial crops on lowlands, resulting in avoided loss of 500ha of agroecosystem (net benefit of 1,305tC stock) over project lifetime	agroecosystems, the goal was reduced to 350 ha.	understood the need especially due to concern for water and the preservation of natural basins. As a direct effect of the experiences, extensive cattle ranching was reduced and various forms of conservation of natural areas intended for forest recovery could be assumed.	of its importance to preserve local ecosystems.	
Reduction in seasonal variations in milk production in target farms	**Target area 1:** 6% seasonal variation in milk production in 650 target farms **Target area 2:** 23% seasonal variation in milk production in 600 target farms	**Target area 1:** 15% seasonal variation in milk production in 650 target farms **Target area 2:** 23% seasonal variation in milk production on 600 target farms	**6:Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency** The reduction goals in the two target areas were achieved and especially in area 2. These goals have variations from year to year, however the trend is positively decreasing in both areas. The reports also point to important improvements in milk production per cow that account for the proper introduction of good agricultural practices on farms, especially in food storage, improved pastures and other nutritional issues. The improvement in milk production should continue to occur in the future due to the birth of improved breeds through artificial insemination achieved with the support of the project.	**3. Moderately Likely (ML): moderate risks** It is expected that these trends continue to occur due to the benefits it has had for ranchers, however the trend will be decreasing due to its artisanal livestock management system.	**2. Relevant (R)** At regional and local level.
Increases in productivity of farms due to introduction of SPS	**Target area 1:** 2,066t/yr of beef (an increase of 242t/year) and 22.5 million liters/yr of milk (an increase of 3.5 million liters/year) in 650 target farms **Target area 2:** 1,602t/yr of beef (an increase of 194t/yr) and 18.5 million kg/yr of milk (an increase of 2.9 million litres/yr) in 600 target farms	Goal Stays	**4: Moderately Satisfactory (MS):there were moderate Shortcomings** The reports are partial and the measurements are clearly not comparable (different samples). Measurement data does not clearly account for whether or not goals are met. Training and field schools should show an improvement in productivity but it was not measured clearly. It is considered in the same way that the indicator of Reduction of seasonal variations in milk production is a proxy indicator of improvement in farm productivity, which is very positive. Therefore, it is rated as moderately satisfactory due to the poor monitoring of this indicator.	**3. Moderately Likely (ML): moderate risks** The great acceptance of the technologies introduced by the ECAs and the continuity of other projects in these topics allow predicting a certain degree of sustainability, but improving productivity is a permanent task and is limited to scale.	**2. Relevant (R)** At regional and local level.
Numbers of farms, by area, in the target areas that are meeting criteria for insertion into sustainable value chains	**Target area 1** 200 farms covering 8,000ha **Target area 2** 125 farms covering 5,000ha	**Target area 1** 80 farms covering 8,000 hectares **Target area 2** 66 farms covering 5,000 hectares	**4: Moderately Satisfactory (MS):there were moderate Shortcomings** The indicator is imprecise, as will be seen in the analysis of the consistency of indicators, since the definition of criteria for insertion into sustainable value chains is very imprecise. The project trained in business and sustainability issues that allow insertion in value chains, but there are no market conditions that value environmentally sustainable products. A previously mentioned issue that does not allow expanding these achievements is the lack of a national standard for sustainable livestock that validates the market and therefore helps to prefer these products in quantity and / or price.	**3. Moderately Likely (ML): moderate risks** The DEIT SUR project that is in its initiation phase during this year 2020 addresses with important resources the issue of improving the value chain within its components, which gives it a degree of sustainability.	**2. Relevant (R)** At regional and local level.
Amounts of beef and dairy products in target areas that area sold through sustainable value chains	**Target Area 1** 320t/year of beef and 3.5 million kg/year of milk **Target Area 2**	No changes to this goal were reported. Changed wording Indicator	**3. Moderately Unsatisfactory (MU): the project had significant shortcomings** The change in the wording of the indicator allows it to be satisfied and to meet the goals, however the meaning of the indicator was	**2. Moderately Unlikely (MU): significant risks.**	**2. Relevant (R)** At regional and local level.

	150t/year of beef and 1.8 million kg/year of milk	Amounts of meat and dairy products in target areas that are sold by project beneficiaries to different buyers	the insertion in sustainable value chains and not just selling products. The project tried to link producers to supermarkets but it was not achieved, however the project managed to link them to Business Development Centers, allowing them to have Management advice for their various business needs, which could improve access to markets. In the Mid-Term Evaluation, it was visualized that this indicator could not be met and its exclusion should have been justified because there are no environmental conditions for its achievement.	The chances of achievement depend on the goals and performance of the DEIT SUR project in the coming years.	
Reduction in the numbers of farmers using fire in target area 2	10% of the 600 target farmers use fire, over 135ha	30% of the 300 target farmers uses fire, on 135 hectares	**6:Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency** The updated goal was met by signing agreements with more than 300 producers for the non-use of fire on their plots and it was found that 17.5% of producers use fire on 1,320 hectares. It is also important to note that the municipal plans carried out include follow-up measures for fire control.	**4. Likely (L): negligible risks to sustainability.** It is estimated that there is a great understanding of the need to eliminate the use of fire, the agreements are a compromise mechanism and the activities of the projects that would give continuity and sustainability in the project's target areas.	**2. Relevant (R)** At regional and local level.
Area covered by municipal territorial land use plans that take into account considerations of landscape-wide sustainability of ranching landscapes	60% of both target areas	Goal Stays	**5. Satisfactory (S): There were only minor shortcomings.** The delivery of 2 municipal land use plans in area 1 and 5 plans in area 2 were achieved, representing 60% of the intervention territory. However, these plans require formalization in order to be applied.[47].	**3. Moderately Likely (ML): moderate risks** Local governments must approve and take over the PMOTs, which still requires an internal socialization process in each municipality.	**2. Relevant (R)** At regional and local level.
Overall judgment of the score of Result 2 based on achievement of the goals and activities carried out					
SUMMARY: Qualitatively, an achieved result of 82% is obtained with a probable sustainability of 80% in a field very relevant to the needs of the country.					

Result 2. Multiple global environmental benefits (biodiversity conservation, reduced land degradation, reduced carbon emissions and increased carbon stock) are delivered in production landscapes in the broadleaf humid forest area (Region 1) and the agroecosystem South and Southwest dry forest (Region 2), obtains an overall rating of 5 satisfactory (S).

This result had 10 indicators with their own goals, of which 6 were satisfactorily or highly satisfactorily met and 4 were moderately met. The level of achievement is high for a result that considered almost 83% of GEF financing.
This result entailed 5 expected Products:

2.1 Permanent sustainable multi-stakeholder platforms in both target areas
Product not achieved. However, SAG with the support of FAO should continue working during the year 2020 on the National Plan for Sustainable Livestock, which could lead to progress in the National Platform for Sustainable Livestock.
2.2 Strengthened local institutions supporting sustainable management and conservation of production landscapes
Product achieved with high impact. A large number of organizations at the local, municipal and regional levels were trained, and they could even help to formalize them with legal status in such a way that they could have an impact in their fields of action and could be recipients or promoters of projects with governmental or non-governmental financing. The consolidation as previously indicated of FEGASURH is a very

[47] The formalization would be in process according to the information gathered by this evaluation.

relevant achievement supported by the project.
2.3 Plans for the management of farms allow the maximization of environmental benefits and sustainability through the appropriate besieging of land use: Product achieved with high impact in the two target areas.
2.4 Effective, relevant and sustainable support programs implemented by the Government, NGOs and / or private service providers
Product not achieved. However, apart from ongoing international cooperation projects, MiAmbiente+ has been working on the development of government program resources to be applied in the remaining two years of the current presidential term, linking project and environmental sustainability issues to issues of job creation.
2.5 Agreements and / or contracts between buyers and farmers in relation to the supply of products produced according to the generation of GEBs. Product not achieved.

Matrix of evaluation and global qualification of execution of Project Results

Global Measurement	Overall judgment of the qualification of the contribution to the Objective based on achievement of the Results	Qualification	Sustainability	Relevance
AVERAGE RATING OF the 2 Results presented below and contributing to the fulfillment of the project Objective. **The Average is simple, that is, the same relative weight of the GEF budget allocation is considered, that is, 17% for Result 1 and 83% for Result 2 as a contribution to achieving the objective.**	Qualitatively, an **achieved result of 75%** is obtained with an estimated **probable sustainability of 75%** in a very relevant field for the Country.	**4: Moderately Satisfactory (MS): there were moderate Shortcomings**	**3. Moderately Likely (ML): moderate risks**	**2. Relevant (R) At National, regional and local level.**

- **Relevance**

The relevance analysis of the project shows us that the objective of the Project responds to a specific need of the country and the environmental problem. The project is also consistent with the main strategic lines of action of UNDP programs, particularly in relation to strengthening environmental sustainability and supports the implementation of the 2030 Agenda.

Despite the fact that its objective structure has inconsistencies, with unrealistic and imprecise goals in its depth, the proposal for change is clear, necessary and important regarding the need to promote sustainable livestock farming and the concept of productive landscapes as a sustainability tool and improvement of the quality of life, in a sector very relevant economically and socially for Honduras

The project is fully aligned with the interests of the country[48] which include environmental protection and mitigation of climate change and adaptation to its effects, while improving the competitiveness and productivity of the agricultural and agro-industrial sectors and also within the framework of the UNDP program[49].

Despite the different environmental and governance problems noted in previous points, this evaluation estimates that the results obtained at the end of the project have demonstrated the feasibility of the proposed change in the project intervention target areas that they correspond to Result 2, which comprised most of the GEF budget (83%). Result 1, which essentially included acting on the environment, had poor results, however the action of other important projects in progress or to be carried out by other cooperation institutions, should allow to continue and expand the work with the target areas, expand in other areas and influence Project deficit issues such as productive linkages, the sustainable livestock platform and green credits that would give it sustainability and have great potential to expand the results quantitatively and qualitatively, giving greater significance to the national impact and sustainability of long term.

It is therefore rated in terms of relevance with a 2; that is, the management of the Project is Relevant according to the qualification standard for the United Nations issue.

- **Effectiveness and Efficiency**

Effectiveness

In the analysis of the SMART evaluation and consistency in the design of the Objective and its goals and product indicators of the project Results Framework, the estimated level of potential

[48] PRODOC indicates that the project should contribute to achieve the following Country Program Result defined in the CPAP or the CPD: “The government, the private sector and local communities adopt good practices for the management of ecosystems, the mitigation of and adaptation to climate change for the preservation of natural capital, the reduction of economic losses and the generation of employment opportunities for the most vulnerable sectors of the population”. Honduras ratified the United Nations Convention on Biological Diversity on July 31, 1995 and the United Nations Convention to Combat Desertification on June 25, 1997. In relation to country priorities, the Project is consistent with the Country Vision 2010-2038, which includes the conditions of a possible nation, materialized through the establishment of 17 guiding principles for development, four national objectives and 22 national priority goals and Also with the second is the Plan de la Nación 2010-2022, which contains 11 strategic guidelines to achieve the Country Vision, within which, the goals for the year 2022 are the reduction of 70% in the loss of forest cover, the increase in the use of water for productive purposes from 5% to 17%, 200 municipalities certified in environmental licensing and management, recovery of 400 thousand hectares of degraded land with a forest vocation and 100% of PAs should have operational plans and the 80% of the financing in these areas should come from payment for environmental services. There is also a 2014-2022 action plan to combat soil degradation in all localities of the country as public policy.

[49] The project is consistent with the United Nations 2030 Agenda for Sustainable Development, the United Nations Development Assistance Framework 2017-2021 (UNDAF 2017-2021), the Country Program 2017-2021 and the UNDP Strategic Plan 2018- 2021.

achievement was 90%[50]; but when considering the consistency between Objective and its Results the potential evaluation it falls to 83%[51], which gives us globally an achievement potential of 75%[52].

Specifically, to see effectiveness, we made the comparison of the evaluation carried out in Annex 8 and the results obtained in point 3.2, which show us the Evaluation and Results Qualification Matrices. The level of results obtained at the global level is a compliance of 75% and a probable sustainability of 75%, in a very relevant field for the country at national and local level and also of international interest.

Therefore, **the level of final effectiveness achieved is rated as satisfactory, S rating of 5**, since the project performance is exactly reaching the expected potential. The rating is not higher due to the design problems of the project Results Framework and especially since the project management should have negotiated the objectives, indicators and goals of the results framework early, become more careful in measuring indicators and to have generated an adaptive strategy to bring in new partners to take on the problems of the policy framework to which Outcome 1 pointed out with a long-term perspective.

Efficiency:

The efficiency measurement is very relative and has to do with when it is carried out. If it is observed in next Table, the first year of the project, which was considered the year 2014 and 2015, the level of activity is very low with a percentage of execution of only 23.28% compared to what was expected in the first PRODOC year. The execution process subsequently rose in all years, exceeding the budget and recovering the initial sub-execution of the years 2014-2015: the 5th of execution with respect to the PRODOC budget was 123.32% in 2016, 2017 was 157.66%, 2018 was 142.49% and 2019 was 92.92%, fully completing the GEF resources.

The Project had a very slow start level. Subsequently, from 2016 onwards, it entered into an active execution regime despite some governance problems and changes in the coordination of the project.

Annual financial movement of GEF resources Table (US$)

Year	2014-2015	2016	2017	2018	2019	Total
Budget according to PRODOC	**848,440**	**634,785**	**593,668**	**462,402**	**506,160**	**3,045,455**
Executed	197,486	782,833	935,957	658,865	470,314	**3,045,455**
% Execution with respect to the PRODOC Annual Budget	23.28%	123.32%	157.66%	142.49%	92.92%	100%
Cumulative Execution	197,486	980,319	1,916,276	2,575,141	3,045,455	**3,045,455**
% Execution with respect to the PRODOC Total Budget	6.48%	25.70%	30.73%	21.63%	15.44%	100%
% Cumulative Execution	**6.48%**	**32.19%**	**62.92%**	**84.56%**	**100%**	

Source: Project Coordination financial background and Terminal Evaluation calculations

From a financial execution point of view, the project proved to be very efficient globally.

[50] See Annex 8 a) Objective SMART Evaluation Matrix
[51] See Annex 8 b) Consistency Matrix between the Objective and its Components
[52] See Final Result; Probability of Project Success after the Consistency Matrix table between the Objective and its Components Annex 8 b).

Next table shows us the financial movement by component budgeted in PRODOC and the one finally executed by the project. It is observed that the level of execution by component is quite close to the original budget and even with a level of operating expenses of only 89% of the budget.

This relationship also indicates a good level of management efficiency as savings are made in the costs of supporting the execution of the components.

Delivery per Outcome of GEF Resources Table (US$)

Year	PRODOC Budget by Outcome	% PRODOC Budget by Outcome	Executed by Outcome	% executed by Outcome	Relationship Executed with respect to PRODOC
Outcome 1: Favorable enabling conditions (policies, markets and finance) exist for delivering multiple global environmental benefits in managed landscapes	**533,900.00**	**17.53%**	**510,789.62**	**16.77%**	**94.49%**
Outcome 2: Multiple global environmental benefits (biodiversity conservation, reduced land degradation, reduced carbon emissions and increased carbon storage) are delivered in production landscapes in the humid broadleaved forest zone (Region 1) and the dry forest agroecosystem of the south and southwest (Region 2)	**2,359,849.00**	**77.49%**	**2,422,869.98**	**79.56%**	**102.67%**
Project management	**151,706.00**	**4.98%**	**111,795.40**	**3.67%**	**88.73%**
Total	**3,045,455.00**	**100%**	**3,045,455.00**	**100%**	

Source: Project Coordination financial background and Terminal Evaluation calculations

The detail of the achievements can be seen in Annex 9 and can be compared with the goals offered by the project at the result level. The facts demonstrate a moderately satisfactory degree of efficiency, in which there are interesting advances and goals to be achieved, especially with regard to Outcome 1, although with regard to Outcome 2, the results are good.

It has been decided to put a grade of 4 (MS) Moderately Satisfactory, since the level of achievement of was not complete and had deficiencies in result 1 fundamentally. However, as previously mentioned in this document, the relevance of the proposed change and the feasibility that other projects and institutions continue with activities that are part of the project's objective will undoubtedly improve this assessment in the medium term.

- **Country ownership**

Honduras has a total area of 112,492 km². Due to its broken topography, it is estimated that 87% of the land surface area is forest-oriented, with soils suitable for forest growth. 13% of the remaining area is agricultural, made up of extensive valleys with a productive potential that is far from being fully realized. The country includes a large number of basins of great importance for water production, however despite the great general hydrological potential, the country has serious problems of hydrological scarcity, particularly in its largest population centers.

According to PRODOC's diagnosis, the most important factor that determines productive activities in the agriculture and livestock sectors, as well as their biodiversity, is the seasonality of rainfall. The north coast, especially in the northeast part of the country, has relatively high levels of precipitation and relatively short dry seasons, which results in few production limitations. This situation contrasts sharply with that of the south, which is in the rain shadow of the trade winds: here annual levels of precipitation in some places are up to 800mm and more importantly, the dry season typically extends from 6 to 10 months.

The agricultural frontier in Honduras has expanded significantly in recent decades, mainly due to extensive livestock activities that require a large amount of land to develop. Livestock farming in Honduras is an activity that has a high impact on the country's economy, with a contribution to the Gross Domestic Product between 13 and 17%; Being the sector that generates the largest labor force (500,000 direct jobs) (INE 2016).

Despite the instability of livestock activity, it continues to be an activity with great impact on the country's economy and mainly on the rural sector, its production model has responded more to large areas for few animals that were detrimental to the country's forests; considered as a productive activity with a high environmental impact (extensive livestock). The livestock sector has been in a process of high deterioration, reducing the number of cattle from 2008 to 2015 to just over 50% due to multiple factors such as low productivity, climate change/drought and low profitability that do not allow it to compete with other agricultural activities. Given the economic structure of Honduras, livestock farming will continue to be an important item for the development of the country, and for the food security of rural families.

The livestock situation is quite different depending on where it is developed: Most of the farms with livestock in the south and west are small, with herds of between 1 and 19 animals (on average between 3 and 6 animals) and an average farm size between 7 and 11 hectares; This contrasts sharply with the Atlantic and Northeast coast, where there are significant amounts of farms with more than 100 heads and the average size of the farms is between 20 and 23 hectares. Most cattle farms are highly diverse, where livestock production is only part of the farm area and the livelihoods of the peasants. This is especially the case on smaller farms, where pastures (natural and improved) are less than 20% of the farm area on average. The proportion of grazing farms increases progressively with increasing farm size (more than 63% on farms over 50 hectares), while reducing the proportion of annual harvests.

The production practices of the smallest producers are of low productivity. For example, as a supplement to pasture, they use low-input methods integrated into their basic grain production systems, most notably by locking cattle in corn fields post-harvest to eat the crop residues. Poor management is common throughout the livestock sector in Honduras, evidenced by poor health, poor quality herds and low productivity. About 60% of the cattle in Honduras are managed in natural pastures, fallows and crop residues. This low productivity is reflected in both meat and milk production. This situation has generated processes of impoverishment or maintenance of conditions of backwardness and hidden poverty in the small agricultural peasantry that also has livestock activities. The effect, especially in the south and west, is to increase processes of environmental degradation and desertification, wreaking havoc on the biodiversity where they are found.

Therefore, the situation of impoverishment and low productivity of these small livestock farmers, has become a serious problem that directly impacts biodiversity. The recognition of this problem indicates the proposal for a change in the project: The transfer of technology that incorporates a sustainable management of the farms should allow an improvement of the productivity and the

life conditions of small agricultural farmers, assuring a control and reduction of the impact in the biodiversity of the localities where they carry out their productive activities.

The challenge then becomes the incorporation of new strategies and technologies for production and increased productivity that evolve towards an integrated and sustainable system.

- **Mainstreaming**

PRODOC explicitly stated that the project has the potential to improve the economic and social status of women, but also to increase marginalization if gender aspects are not adequately addressed, due to the traditional domination of the livestock sector by the men. To maximize benefits and minimize risks, the project should adopt the following strategies according to PRODOC:

- In agreement with partner institutions, it would ensure that at least 10% of the beneficiary farms are managed by women (reflecting the approximate breakdown in the farms as a whole) and wherever possible, specifically and preferentially targeting producer organizations led by women.
- Provide advice to retailers collaborating with the project on strategies to generate gender benefits, for example stipulating that a minimum percentage of supply farms be managed by women, providing specific preferential support for small businesses producing, processing and / or marketing meat and dairy products, and including impact analysis / audits of the direct and indirect impacts of its support on the status of women.
- Develop and apply strategies for affirmative action to provide preferential support for women producers, to increase their capacities to access technical and financial support, and to participate effectively in value chains for meat and dairy products.
- Advise those participating in the ECAs on how to analyze the gender implications of the productive options under consideration and actively promote the participation of women in the ECAs themselves.
- Promote the participation of women in the processes of preparing farm plans and advise farmers on how to take gender considerations into account in the plans.

The mid-term evaluation found that measurements were not being carried out nor were project activities being promoted, with the gender perspective indicated in PRODOC. Subsequently, and collecting these recommendations, measurements were started and efforts were made to ensure that the project had a gender distinction. The following activities are highlighted about[53]:

- Advice and capacity building through forums, exchanges and workshops: 8 in Yoro, 7 in Olancho and 8 in Choluteca, achieving an increase in the participation of women from 18% to 27%.
- Implementation of the three strategic action plans of the Regional Tables of Sustainable Livestock, which include a gender approach aimed at increasing the participation of women in decision-making.
- In goal area 2, the legalization of an association of ranchers led by women was strengthened.
- The specific field school for women in the municipality of Mangulile-Olancho was created and strengthened in coordination with the CDE MiPYME CND for their business training so that they are effectively inserted into the livestock value chain.
- Information on the participation of women in the livestock chain was provided to the Department of Environment and Gender of INAM to incorporate it into the country report

[53] Extracted from the Project Closure Report and ratified in the interviews carried out by this evaluation.

that they presented to the Beijing Platform, highlighting the good practices developed by women in their environment.
- Development of two forums for the empowerment of women with participants from ECAS in target area 1.

The actions carried out following the MTR are highly valued, however, in the perspective of the entire project, the result is moderate for a project of the size of the project and 5 years of work.

- **Sustainability**

The evaluation and qualification of the Project’s sustainability seeks to identify the probability of the sustainability of its results as continuous benefits towards the objective following the end of its activities.

It is complex to project sustainability in a scenario in which the environment and policies at the national level that promote sustainable livestock are weak or non-existent. However, it is important that both the experience and the knowledge acquired transcend the training and practice carried out in the RCTs, building a habit and continuing to expand awareness of the importance of the subject at the country level. For this it has been important that the project marked a path and showed the validity of the proposal for change and showed in a tangible way, through the practice of at least 600 farmers, that it is necessary, possible and urgent to introduce environmentally sustainable technology that improves them their livelihood as ranchers and farmers.

At the level of the results indicators of the evaluation matrices of point 4.3.2, we can see that they vary little between the associated activities and the goals achieved, reaching the global judgment that there are moderate risks for the sustainability of the results, with a Rank 3, Somewhat Likely (AP): There are moderate risks to sustainability and likely sustainability is estimated at 75%.

The probability of success of the project given its design and therefore of the potential sustainability of the Objective is, as indicated in Annex N ° 8, 77%. The project carried out a closure plan that allowed the completion of the fulfillment of a large part of the products, especially Result 2. For sustainability, a Closure Report was made in which the activities, achievements and lessons taught in a good exercise for all project stakeholders that also contributes to the sustainability of the project.

The technical team also delivered the Project Sustainability Strategy in November 2019. The document is a good effort to show the achievements and the meaning of the project, it presents weaknesses as a sustainability strategy since, although it provides some indicators and goals, information that can give continuity to the project. It is not a strategy as such and, nevertheless, its value is that it complements information from the project to that delivered in the closing report document, with specific data and in point 8. 1 “Organizations” and projects that continue with the project's actions, are performing a key count by institution of projects that effectively give continuity to the project and in point 8.2 Project sustainability lines, important project themes are indicated in which there is a series of proposed follow-up actions that can effectively give sustainability to objective and expected results of the project.

As contributions to sustainability that give continuity to the effects of the project, we can highlight at least the following:
a) Inclusive Territorial Economic Development Program (DEIT Sur). This program is beginning its work in which its objectives and scope are being defined. One of its three main lines of work is to support sustainable livestock farming not only in the areas where the project worked, but also to expand its radius of action. Funding for the project is greater than what the GEF resources were

for the project. An important part of its work would be channeled through FEGASURH and would be managed by the project technician who led the delivery of technical assistance in the Southern Zone, which is also a guarantee of sustainability continuity. This would support deepening and broadening the radius of action of Result 2 fundamentally.

b) Nama Facility. This project, which is operated by CATIE as one of its managers, has among its objectives the institutional and normative strengthening to improve the country's governance for the promotion of low-carbon livestock, including the establishment of a financial product that allows reducing the market gaps and financing for producers. His work considers the development of actions in the two target areas of the project. This would support the two results in the two work areas of the project, but could only partially address the issues at the macro level, giving depth and concreteness to Outcome 1.

c) FAO Strengthening Governance Framework for Competitiveness of the Livestock Sector in Honduras. It is a small and complementary project, but its objectives are to support the reactivation and consolidation of the National Platform for Sustainable Livestock and the elaboration of a National Plan for Livestock in Honduras during 2020 and 2021. This Project is of great importance since it has been arranged from a SAG consultant who aims to support that secretariat in advancing those goals. It is possible that there’s finally progress on this area in which the Project attempted to work on, but couldn’t meet its objectives.

d) Work of the Commissioner from region 13 who is committed to promoting the implementation of 6 Municipal Development Plans with a focus on Land Use Planning in the Southern Zone. These plans were supported by the project and are delivered to the municipalities, but it is required to promote their validation and have the resolution that declares them legally in force. This is a need for one of the Outcome 2 indicators at the local level policy that was not achieved.

e) The work of the ICF is also noteworthy within which is the process of legalization of the Yoro biological corridor, the work of the Reforestation Program as a source of species for living fences and the actions of SSP, including release areas within of private farms some may potentially be certified as private reserves in the future.

f) The permanent strengthening work of the CDE MIPYMES that helped small farmers and ranchers in the project's intervention areas. They are established in those areas and would continue to develop their action in the short and medium term in the future.

a) Financial Risks: The sustainability in financial terms of the objective and its results is partly ensured by the projects indicated above at the level of work in the areas of intervention and expansion to other areas. The weakness lies in moving forward in achieving green financial instruments, which is a medium and long-term task.

Therefore, financial sustainability is Probable, that is, it is rated 4 (L).

b) Socio-Political Risks: Despite the fact that there has been rotation in public positions of high management, in livestock, and that the next change of government would be happening within two years. It is estimated that the SAG has significant weaknesses in taking on the task of sustainable livestock farming and would require a special direct project to strengthen it and promote environmental issues in a cross-cutting manner.

The project with FAO can help with the National Platform for Sustainable Livestock but there is no guarantee of success and one can only think that there are currently greater possibilities due

to the greater strength and incidence of livestock organizations and tables at the local level and the creation of FEGASURH.

Therefore, it is estimated that the socio-political risk with the probability of sustainability of the project results in this area is somewhat likely, with a rating of 3 (ML).

c) Institutional Framework and Governance Risks:

As noted above, there are relevant projects that give governance to the continuity of the project, however the weakness of the SAG and the fact that the productive market is very oligopolistic (especially milk’s) and is something on which the financial market is not interested in placing many bets, finally, the credits for livestock and sustainable agriculture make the final grade relative.

On the other hand, the strength and strategic clarity of MiAmbiente+ supports institutional sustainability.

Therefore, a probability of sustainability of the institutional and governance framework of the project results in this area is estimated to be Somewhat Probable, with a rating of 3 (ML).

d) Environmental Risks:

Desertification caused by drought issues in target area 2 affected work significantly during the project work period and it is highly probable that phenomena such as “El Niño” will continue to affect that area periodically. It is estimated that climate change can also affect the sustainability of the results over time. The transfer of technology transfer to farmers is a factor that partially compensates for these problems in area 2. The rain problem does not affect area 1.

Therefore, a probability of sustainability against the environmental risks of the project results in this area is estimated to be Somewhat Probable, with a rating of 3 (MLP).

- **Impact**

The United Nations Impact rating only considers three alternatives: 3 is Significant (S), 2 is minimal (M) and finally 1 is Insignificant (I). Although there is a very interesting impact given by the action of Result 2 that effectively managed to introduce environmentally friendly technology in a very backward sector and is generally not prone to change. A work path was also marked that other projects are taking at the level of the intervention areas and also at the national level. The achievement is unimportant because although it is true, it was possible to directly work with just over 600 ranchers and it influenced the strengthening of the association of more than 20 Livestock Associations, more than 2300 hectares with silvo pastoral systems, by contrasting them with the National figures of 100,000 livestock production units or over a million hectares of pasture in the country lose significance. The incidence at the national level was also the most deficient of the project; therefore, the global impact of the project's actions is to date only 2, that is, minimal (M).

4. Conclusions, Recommendations & Lessons

- **Corrective actions for the design, implementation, monitoring and evaluation of the project**

- The natural generation cycle of GEF projects implies that their design is carried out several years before the signature and agreements of the institutions are finally finalized. Therefore, at the time of its inception, some assumptions are not realistic and the context has also changed, especially in countries in Latin America where governments last only 4 years. This means that it is essential that during the first project start-up meeting, an intensive review of the project's Objective Framework and goals is carried out in order to carry out the adjustments from the start and that subsequent problems that mean problems of effectiveness and efficiency do not occur They try to correct themselves later in the mid-term evaluation, missing at least two years if the MTR is performed on time.
- Verify early that the Indicators meet the SMART standard and that the goals must be concrete and realistic. It is also necessary to ensure that the indicators and goals are consistent in vertical terms, that is, the fulfillment of the components and products should allow 100% fulfillment of the Project Objective.
- Carry out the analysis or review of the theory of maximum change three months following the start of the project so that all adjustments to the design can be made at the project installation stage.
- To elaborate with greater level of detail the foundations, framework of action, goals and indicators, type of participation and roles of the summoned institutions, etc., in the PRODOC, it allows to partially reduce the management and follow-up problems of the projects.
- In the case of projects that in your PRODOC do not have gender issues within their main work axes or components, incorporate indicators and goals that indicate the expected level of achievement within your actions. This is valid for all projects and if it was not contemplated in the PRODOC, the modification must be made at the first review meeting and project start.
- It is also important to verify from an early stage whether the partners defined in PRODOC are available and if they contributed the resources, knowledge and counterpart assumed in the design.

Therefore, it is recommended at the initiation of the project to carry out at least the following PRODOC analyzes, in order to verify its validity, at the first meeting of the project board or following a maximum of three months from the start.

1. Review of Project Theory of Change
2. Review and consistency analysis of the Objectives Framework (Results, products, indicators and goals) in its vertical and horizontal logic
3. Revision of the SMART standard of the Indicators of the entire Project
4. Review of the incorporation of the cross-cutting components (Gender, Participation, Human Rights) in the project. Make sure that they are not only considered, but also that objectives, indicators and goals are well defined, with their corresponding budget if possible.
5. Diagnosis of Strategic Partners and their contributions to the operation, governance and counterpart contributions.

- It is recommended to start the process of monitoring the results and products from the initiation of the project, generating a systematization based on the experience in order to be able to subsequently build the Construction Plan and socialize knowledge of the project. This means outlining case studies, replicable experiences, and findings with high potential for knowledge dissemination and spread. In this way, the project design may not have visualized and

therefore is not reflected in the budget, the opportunity to systematize successful experiences or lessons learned that have high impact.

- Plan the Mid Term Evaluation (MTR) from before the half of the project period is completed. Given that the selection processes in many cases take several months, it is advisable to take measures so that you do not fall behind and miss the opportunity that this work will serve to make changes in good time. Otherwise there is a danger that midterm and terminal evaluations would be carried out within the same year, which does not make practical sense.
- In the event that there is no baseline for any indicator and goal, take the measures to carry it out at the latest during the first year of operation. It is also necessary to review the assumptions on which the indicators are based and therefore the baselines that may have lost validity since the Project design, which would imply a rectification of the same. The above means an analysis of the impact on the budget of the rectification because this can have a high cost.
- The results of the MTR should allow decisions to be made about the goals and even the results that need to be reconsidered. This rethinking must be made explicit as an agreement of the Project Board and formally requested to the GEF. This recommendation especially stems from the problems that were encountered in complying with Outcome 1 and which, while true, were pointed out in the MTR, but were not dimensioned as too ambitious given the context. Management Response was used but did not cover these problems in depth and was not concrete enough with the definition of activities and measurements as the issue of erosion.
- Objectively define in an explicit plan for the entire project, the quantity and periodicity of the measurements of the project indicators.
- It is highly recommended that based on the recommendations of the MTR and in view of the measurement of the operation, the project closure plan be made. It is recommended to do it with the two-year planning if possible, so that the process of socialization, maturation and discussion of the products generated by the project can be carried out. For example, in the project during the month of February, the national study of the livestock value chain (meat and milk) and the market study of Honduras should be delivered, which would provide an updated diagnosis on the reality of these sectors. When such important information is available in advance, it not only serves to improve project decision-making, but it is also a tool for raising awareness of the project's theory of change by holding dissemination and discussion workshops on this type of studies, which cannot be done at the moment for the project.
- Carry out the Project Communication Plan focused on raising the awareness of other actors and the theory of change in a way that serves to sustain the project's products and improve its impact. In the case of the Project, a communication and awareness plan of the Project's results and products was not detected, despite the fact that various actions were carried out to disseminate the project's achievements and activities, as well as holding workshops and meetings with political sectors and technicians who allowed positioning the issue of Sustainable Livestock in the country.
- Build a sustainability plan and strategy that ensures the transfer of the project's products and results at least 18 months before the project closes, to the stakeholders, including measuring whether they begin to use and reproduce the experiences, good practices and products of the work of the project.
- Carry out the Terminal evaluation at least two to three months before the end of the Project in such a way that the evaluation also allows adopting some measures before closing, especially regarding the sustainability and knowledge management of the project.

- **Actions to follow up or reinforce initial benefits from the project**

It is very important to follow up on the actions indicated in the sustainability[54] point of institutions that give continuity to the effects of the Project such as the work of a) Inclusive Territorial Economic Development Program (DEIT Sur); b) Nama Facility, c) the FAO Strengthening Governance Framework for Competitiveness of the Livestock Sector in Honduras; e) the work of the ICF with the process of legalization of the Yoro biological corridor, the work of the Reforestation Program as a source of species for live fences and the actions of SSP and the inclusion of release areas within private farms; f) The work of permanent strengthening of the CDE MIPYMES in the zones of intervention of the PPP.

- **Proposals for future directions underlining main objectives**

In financial markets as immature as that of Honduras, it is advisable to see alternative goals and objectives that allow showing viable experiences with instruments on a local or regional scale that allow the transaction costs of new lines of financing to be measured. It is also advisable to previously carry out a diagnostic study of the possibilities of generating green financing alternatives. In other words, it must be thought that they are pre-competitive markets and it is necessary to generate the bases for change before considering a radical change in the operating logic of these financial markets.

The issue of productive links also provides us with an interesting orientation for the design of other projects in the future in Honduras and in other countries that address the themes of the PPP: Orienting productive linkages at the local level or in specific niches that allow the structure to be skipped oligopolistic (in the case of Honduras it is milk) to specific unions of smaller size but with greater added value: chains for ice cream producers or chains to the demands of border countries such as El Salvador (San Miguel).

- **Best and worst practices in addressing issues relating to relevance, performance and success**

1. Outcome 1: Favorable enabling conditions (policies, markets and finance) exist for delivering multiple global environmental benefits in managed landscapes

- **Key Lesson Learned:** Influencing the public sector requires strengthening its capacities first. In the case of the project, there was the assumption that SAG had the capacity, resources and the attitude to approach this project as a strategic partner. A strategy for strengthening the SAG should have been developed with a view to having a strategic partner that could accompany the project more deeply. The creation of a project that would allow it to be presented to international cooperation that included resources for strengthening the SAG carried out early could have allowed for better support for the project.
- The financial market is not mature enough and the creation of green financing instruments and mechanisms is not a business for them. This task was very prominent in PRODOC, but the diagnosis of the possibilities of influencing them was too optimistic. Small actions were developed that did not compensate for the effort made.
- **Good Practices:** The work of promoting the National Livestock Platform that was not consolidated despite of several years of effort by the project, in the last two years it was changed by the push for the formalization and strengthening of local, regional livestock

[54] See point 3.3 Project Results, Sustainability

organizations (Yoro and Choluteca) and even the formalization of the southern cattle ranchers’ federation (FEGASURH). It is considered as a good adaptive strategy, a lesson learned and also as a good practice to rethink how to advance in the sustainability of national sustainable livestock policies by strengthening the organization from its bases, starting from the bottom. More organized and empowered foundations could allow, in a more effective time, to concretize with the Platform and give it sustainability in the medium and long term.

2. Outcome 2. Multiple global environmental benefits (biodiversity conservation, reduced land degradation, reduced carbon emissions and increased carbon storage) are delivered in production landscapes in the humid broadleaved forest zone (Region 1) and the dry forest agroecosystem of the south and southwest (Region 2)

- **Key Lesson Learned:** The change proposal was very well accepted by farmers and ranchers in the intervention areas. Within a few months, the beneficiaries began to adopt the proposed technologies, this implied that what had been done could have been systematized and demonstrated with case studies in order to leverage resources from other donors and expand the experience. In the opinion of this evaluation, there were deficiencies in systematizing the knowledge of what was produced by the project. The systematization allows reflection and the production of knowledge that would make it possible to sensitize other potential donors with data or to sensitize political actors at different levels so that they become agents for promoting project ideas.
- **Good Practices:** Articulation with other actors is essential to multiply the Project's efforts. The work carried out with ICF, with Fundación Panthera, with CDE-MIPYMEs and several other institutions allowed qualitatively improving actions, expanding actions and multiplying resources.
- RCTs proved to be very effective and good practice. It is true that as a work modality it is not novel, however the experience in the intervention areas articulating improvements in productivity and sustainability in Honduras is relevant to systematize. The role and characteristics of the field technicians was fundamental for the farmers to accept the challenge of practicing new technologies, this is easily detected in the field interviews, however a more scientific study could reveal the key variables of the success of the process of intervention and make comparisons taking advantage of the differences between the two intervention areas or within them. Systematizing and modeling the experience of the technology transfer process is a valuable product that prevents this knowledge from being lost and subsequently multiplies these lessons.
- • They are also good practices, the carrying out of concrete actions that allow generating work standards for the country such as:
    - The Jaguar Monitoring Protocol
    - Identification and Conservation of Bats
    - The Municipal Plans of Territorial Regulations (PMOT) as instruments of local management that incorporate environmental sustainability
    - Documentation for certification of the Tolpán Yoro Lluvia de Peces Biological Corridor
    - Internal Regulations of the National Biological Monitoring Table,
    - Support for the creation of the National Biodiversity Observatory

5. ANNEXES

Annex 1: Matrix of evaluation criteria
Annex 2: Terms of Reference Evaluation
Annex 3: Technical Description of the Project Evaluation Methodology
Annex 4: Grading Scales according to United Nations Evaluation Manuals
Annex 5: List of revised documents
Annex 6: Schedule of evaluation activities
Annex 7: Interviews conducted
Annex 8: SMART and Consistency Assessment between Objective-Indicators-Project goals
Annex 9: Matrix for evaluating progress in results
Annex 10: Evaluation Consultant Code of Conduct Agreement Form
Annex 11: Evaluation report authorization form

Annex 1: Matrix of Evaluation Criteria

Evaluative Criteria	Questions	Indicators	Sources	Methodology
Relevance: To what extent do the objectives of the Project correspond to the expectations of the Implementing Partner, the country's needs, global priorities and UNDP policies?				
What is the level of alignment of the Project to national policies and priorities and to the needs of MiAmbiente+ from its formulation to date?	At what level was the Project formulation and implementation aligned with national policies and priorities and the needs of the main beneficiary?	• Consistency of national policies and priorities and the needs of the main beneficiary	• Project Documents • Documents on National Policies and Priorities • Interested and involved in each specific product	• Interviews directed to key actors • Documentary analysis • Information crossing
What is the level of alignment of the Project to global priorities and UNDP policies?	How do the Project and the projects that support it correspond to UNDP's global priorities and policies?	• UNDP global priorities and policies	• Project document • UNDP Strategic Plan. • CPD Honduras 2015-2019 • UNDP Global Priorities and Policy Documents • UNDP representatives	• Interviews directed to key actors • Documentary analysis • Information crossing
How does the "theory of change" implicit in the Project solidly and realistically pose the possibility of solving fundamental problems in the subject of the Environment in the Country?	How does the hypothesis implicit in the "Theory of Change" of the Project pose with solidity and realism the assumptions and projections to solve fundamental problems in the subject of Environment in the Country, through its actions, resources and established methodologies?	• Expected results of the project • Barriers and problems identified in the Project.	• CPD Honduras 2015-2019 • Project Documents • Interested and involved in the project • UNDP representatives	• Construction of the “logical model” and analysis of the results chain, regarding the causal relationship between inputs, activities, products, results (specific objectives) and expected impacts (development objectives) • Analysis of the Project approach and execution methodology. • Interviews with key actors • Documentary analysis • Information crossing
What level of clarity, internal coherence and realism does the Project Results Framework and its design present (formulation)	**General question** Do the sequence of objectives, indicators and goals at its different levels of the Project meet criteria of realism, clarity, internal coherence? **Specific questions.** How valid were the indicators, hypotheses or assumptions and risks established in PRODOC? How realistic was the results chaining logic established in PRODOC? How relevant and valid in terms of quality are PRODOC indicators, goals and expected scopes?	• Inputs, activities, products, results (specific objectives) and expected impacts (development objectives) • Goals, indicators, assumptions and risk factors. • Logic of the chaining of results	• Project document • Interested and involved in the project • UNDP representatives	• Analysis of the realism shown in the project and its internal coherence • Analysis of the validity of the indicators, hypotheses or assumptions and risks; • Analysis of vertical logic: analysis of the project's contribution to the satisfaction of PRODOC indicators and objectives. • Analysis of the horizontal logic: through checking the relevance and quality of the indicators, existence of base data and access to information through

Evaluative Criteria	Questions	Indicators	Sources	Methodology
	To what extent is it possible to satisfy the existence of base data and access to information through the means and sources of verification?			the means and sources of verification. • Review of goals and expected scope. • Interviews with key actors • Documentary analysis • Information crossing
What was the level of adaptability of the project regarding the design of the Project Results Framework?	How was the Project Results Framework adapted to the conditions of a changing context in order to favor achievement of the results?	• Adaptive management • Results framework • Focus • Methodology • New actors and partners	• PRODOC • Archive and reports of projects • Interested and involved in the project • UNDP representatives	• Interviews directed to key actors • Documentary analysis • Information crossing
Was the design of the Project's coordination, management and financing model appropriate in terms of promoting institutional strengthening and country ownership?	How were the Project's designed coordination, management and financing models aimed at promoting institutional strengthening and ownership?	• Project coordination • Project management • Project financing	• PRODOC • Archive and reports of projects • Interested and involved in the project • UNDP representatives	• Analysis of coordination, management and financing schemes for institutional strengthening and country ownership. • Interviews with key actors • Documentary analysis • Triangulation of information
What was the degree of adequacy of the monitoring and evaluation modalities recommended for the Project?	Was the modality designed for monitoring and evaluating the project adequate?	• Project monitoring and evaluation plan	• Annual Reports • Monitoring matrices • Audit reports • Interested and involved in the project • M&E reports • UNDP representatives	• Interviews directed to key actors • Documentary analysis • Information crossing
Does the Project exit strategy foresee a realistic scenario based on the institutionalization, appropriation and increase of results?	To what extent has the exit or transfer strategy managed to foresee the institutional context at the end of the Project in order to foresee measures for the sustainability of the results?	• Institutional context (political, organizational, financial, technological and capabilities) at the end of the Project	• Interested and involved in the project • UNDP representatives • Relevant reports	• Documentary analysis • Analysis of the exit or transfer strategy in its entirety Interviews directed to key actors • Information crossing
• Efficacy: To what extent did the Project achieve the expected results and whether its specific objectives were achieved or expected to be achieved?				
To what extent does the scope of the products contribute to the achievement of the general objective?	**Main question.** To what extent were the results achieved and how do they contribute to the achievement of the Project's objectives? **Secondary questions.** Were the results achieved in a timely manner and in a logical sequence? With what quality were the products obtained? To what extent do the products achieved contribute to the expected results?	• Results achieved, expected or unforeseen. • Temporality and logical sequence of the products • Quality of the products • User expectations about greater acceptance and dissemination of results	• Project documents • Project file and reports • Interested and involved in projects • UNDP representatives	• Description and analysis of the results achieved - in terms of quantity, quality and opportunity. • Analysis of consistency of the results obtained in relation to the goals and indicators of PRODOC. • Consistency analysis of the results obtained and design limitations • Analysis of consistency of results and probability of achieving specific objectives

Evaluative Criteria	Questions	Indicators	Sources	Methodology
	How are the results obtained limited as an effect caused by the project design? What was the probability of achieving the specific objectives?			• Interviews with key actors • Documentary analysis • Visits to projects • Information crossing
Are the products and results obtained by the Project's projects relevant to the Country and public institutions and relevant partners?	Which products / services have excelled in terms of relevance? Who are they relevant to?	• Importance of products / services for relevant partners • Expected or unforeseen results	• Project file and reports • Interested and involved in the project	• Interviews directed to key actors • Documentary analysis • Visits to projects • Information crossing
At what level did the target groups have access to the results / services of the Project projects?	Are there any factors that impede the access of the target groups (beneficiaries) to the results / services? Did all the target groups have access to the results / services of the Project projects?	• Groups that access the results / services • Limiting factors access of target groups to results / services	• Project file and reports • Interested and involved in the project	• Interviews directed to key actors • Documentary analysis • Interviews with actors of the Projects • Information crossing
What level of dissemination and replication of the results and products did the Project present?	What level of dissemination and replication of the results and products has been achieved?	• Publicity and dissemination of the results • Use and replication of results	• Project file and reports • Interested and involved in the project	• Interviews directed to key actors • Documentary analysis • Visits to projects • Information crossing
• Results (Impact): How did the projects contribute to the generation of different changes and produce effects that allow progress towards achieving impacts on the subject of Environmental Management and what is expected in the Project?				
What was the progress towards the overall impact of the Project?	To what extent did some activities contribute to reforms and improvements in the legal and political framework? To what extent did the project contribute to improving the institutional framework and capacities for optimal planning and effective management? To what extent did the project contribute to financial sustainability to strategically address the problems of sustainable environmental management and to the provision of long-term resources in these areas? To what extent did the project contribute to testing innovative approaches to address these issues that serve as examples in the country? To what extent did the set of projects contribute to implement successful management models that allow building strategic alliances with key stakeholders?	• Reforms and improvements in the legal and political framework • Institutional framework and key stakeholder capacities • Financial sustainability • Innovative approaches to work in the Environment • Successful models of sustainable management • Results and projection of the same in the subject.	• Project file and reports • Interested and involved in projects • UNDP representatives	• Interviews directed to key actors • Documentary analysis • Information crossing
What was the overall contribution of the set of projects to the UNDP	To what extent did the project package contribute to strengthening the	• Results and strategic objectives of UNDP	• Project file and reports • Interested and involved in projects	• Interviews directed to key actors • Documentary analysis

Evaluative Criteria	Questions	Indicators	Sources	Methodology
country programming frameworks?	achievement of UNDP results and strategic objectives? To what extent did the set of projects contribute to strengthening the execution of basic UNDP functions?	• Execution of UNDP core functions	• UNDP representatives	• Information crossing
What was the overall contribution of the set of projects to the country's environmental commitments?	How do the results of the Project contribute to international treaties on the Environment: Rio + 20, SDGs and other global initiatives?	• Contribution to the inter-institutional environment and global initiatives	• Project file and reports • Interested and involved in projects	• Interviews directed to key actors • Documentary analysis • Information crossing
• Sustainability: To what extent are the results of the project assured?				
What is the financial viability of the project results?	Are resources available to monitor and operate the pending actions of the projects?	• Availability of financial resources • Economic-financial exit strategy	• Project file and reports • Interested and involved in projects	• Interviews directed to key actors • Documentary analysis • Information crossing
What level of ownership of public and private institutions is there of the results of project projects?	What is the level of appropriation among the different stakeholders in the results and benefits of the Project's projects?	• Knowledge of the key actors in the results of the projects • Perspective of the key actors for the institutionalization of project results by incorporating them into the strategic processes of their institutions. • Institutional response expectations for dissemination beyond the beneficiaries	• Project file and reports • Interested and involved in projects	• Interviews directed to key actors • Documentary analysis • Information crossing
What institutional capacities do key actors have to maintain the flow of benefits once the project is completed?	How does the institutional capacity of the key actors allow the flow of benefits to be maintained once the project is completed?	• Support (strategic and budgetary • Support from peer institutions • Degree of integration of projects in the respective institutional structure • Availability of adequate and properly trained personnel to take on the technical, financial and management aspects of the project • Availability of sufficient equipment	• Project file and reports • Interested and involved in projects	• Interviews directed to key actors • Documentary analysis • Information crossing
Are the results adapted to the institutional context and build capacities in the personnel of the key institutions related to the project?	How do the technology, knowledge, processes or services introduced or provided adapt to the institutional context and have adaptation capacities been generated in the personnel of the institutions related to the project?	• Compatibility with the needs, traditions, competences and requirements of the relevant institutions. • Beneficiaries' ability to adapt to acquired technologies and to maintain them without further assistance.	• Project file and reports • Interested and involved in projects	• Interviews directed to key actors • Documentary analysis • Information crossing

Evaluative Criteria	Questions	Indicators	Sources	Methodology
• Efficiency. How was the project executed, including overall efficiency and management of available resources, and did they contribute to the Project?				
What was the contribution of the Project Management model and the coordination of actions implemented in the efficiency of the results?	How did Project management contribute to the efficiency of achieving results?	• Quality, realism and targeting of work plans • Monitoring and feedback loop to improve management and operations • Corrective measures to improve the level of execution • Quality of daily management: planning and execution of operational tasks • Management of financial resources • Disposition / provision of inputs at the time and at the planned cost • Efficient use of planning instruments for project management	• Project file and reports • Interested and involved in projects	• Analysis of project management by results • Analysis of the execution, causes and consequences of delays and any corrective measures taken • Interviews directed to key actors • Documentary analysis • Field visits to project activities • Information crossing
How did the institutional organization contribute to efficient execution and achievement of results?	How did the executing institution contribute to the achievement of the results? Did the project's governance structure (Board of Directors, Project Director, Project Coordinator and Team) allow its efficient execution?	• Administrative and technical support from the executing institution and main partners • Internal processes for review, coordination and governing bodies • Contribution of resources and support from the Government and UNDP.	• Project file and reports • Interested and involved in projects • UNDP representatives	• Analysis of the effects of the institutional organization of the projects for the achievement of the results and the efficiency of the results • Interviews with key actors • Interviews with representatives of relevant project activities • Documentary analysis • Information crossing
What was the contribution and involvement of the partners during the implementation and execution of the project?	What was the partners' ability to contribute to the management of the project?	• Capacity and effectiveness of all partners to make their financial and / or human resources contributions • Level of involvement in project and communication between the Project Management Unit (PMU); executing institution and UNDP.	• Project file and reports • Interested and involved in projects • UNDP representatives	• Analysis of the Contribution and implication of the partners • Interviews directed to key actors • Interviews with representatives of relevant activities • Documentary analysis • Information crossing
• Transversal Criteria. To what extent did the activities, products and results incorporate the gender dimension, the creation of capacities and the creation of synergies with other national and international institutions?				
What is the level of complementarity and synergies between cooperation projects	How did the Project complement and establish synergies?	• Initiatives with which the Project was able to complement and establish synergies	• Project file and reports • Interested and involved in projects • UNDP representatives	• Interviews with key actors • Documentary analysis • Information crossing

Evaluative Criteria	Questions	Indicators	Sources	Methodology
related to the theme of Environment in the Country?		• Coordination actions and project resources		
What is the level of integration of the gender dimension in the project?	How does the project incorporate the gender dimension in all its work and achievements? What evidence is there?	• Incorporation in objectives, indicators, goals, instruments of the gender dimension • Effective achievements that show an evolution in the incorporation of the gender dimension	• Project file and reports • Interested and involved in projects • UNDP representatives	• Interviews with key actors • Documentary analysis • Information crossing
What was the contribution of the Project's set of activities to improving national and local capacities to address the project's theme in each country?	Did the technical assistance provided by the project actions allow the improvement of national capacities?	• Improvement of national capacities to define and produce results • Achievement of suitable solutions	• Project file and reports • Interested and involved in projects	• Interviews with key actors • Interviews with representatives of relevant project activities • Documentary analysis • Information crossing

Annex 2: Terms of Reference Final Project Evaluation

This is a true copy of the published Terms of Reference without including its annexes:

Programa de las Naciones Unidas para el Desarrollo

Al servicio de las personas y las naciones

TÉRMINOS DE REFERENCIA DE LA EVALUACIÓN FINAL
PROCESO NO. IC/0085892/088/2019

INTRODUCCIÓN

De acuerdo con las políticas y los procedimientos de SyE del PNUD y del FMAM, todos los proyectos de tamaño mediano y regular respaldados por el PNUD y financiados por el FMAM deben someterse a una evaluación final una vez finalizada la ejecución. Estos términos de referencia (TdR) establecen las expectativas de una Evaluación Final (EF) del Proyecto “Entregando Múltiples Beneficios Ambientales Globales, mediante el Manejo Sostenible de Paisajes Productivos” (PIMS No. 4741).

A continuación, se presentan los aspectos esenciales del proyecto que deben ser evaluados:

CUADRO SINÓPTICO DEL PROYECTO

Título del proyecto:	“Entregando Múltiples Beneficios Ambientales Globales, mediante el Manejo Sostenible de Paisajes Productivos”			
Identificación del proyecto del FMAM:	4741		*al momento de aprobación (millones de USD)*	*al momento de finalización (millones de USD)*
Identificación del proyecto del PNUD:	85892	Financiación del FMAM: TRAC	$ 3,045,455.00 $ 35,000.00 Total: 3,080,455.00	0
País:	Honduras	IA y EA poseen:	$0.00	
Región:	Centroamérica	Gobierno:		0
Área de interés:	Ecosistemas y Biodiversidad	Otro:		0
Programa operativo:	FA	Cofinanciación total:	$17,331,458.88	0
Organismo de Ejecución:	Secretaria de Recursos Naturales y Ambiente	Gasto total del proyecto:	$20,411,913.88	
Otros socios involucrados:	SAG CATIE FENAGH HEIFER CDE MIPYME GF CDE MIPYME CND	Firma del documento del proyecto (fecha de comienzo del proyecto):		24 de febrero 2015
		Fecha de cierre (Operativo):	Propuesto: 30 Junio, 2019	Real: 31 Diciembre, 2019

Programa de las Naciones Unidas para el Desarrollo

Al servicio de las personas y las naciones

OBJETIVO Y ALCANCE

La Secretaría de Recursos Naturales y Ambiente (MiAmbiente+), en conjunto con la Secretaría de Agricultura y Ganadería, (SAG) y en coordinación con socios claves se plantearon el objetivo de reducir los impactos ambientales de la ganadería extensiva en Honduras, con la ejecución del Proyecto Entregando Múltiples beneficios Ambientales Globales, Mediante el Manejo Sostenible de los Paisajes Productivos.

El Proyecto es financiado con recursos del Fondo para el Medio Ambiente Mundial (FMAM) - GEF (por sus siglas en inglés) y fondos de cofinanciamiento, la agencia implementadora.

La frontera agrícola en Honduras se ha expandido de forma importante en las últimas décadas, principalmente debido a las actividades de ganadería extensiva que requiera una gran cantidad de tierra para desarrollarse. Esta expansión provoca grandes presiones sobre las áreas protegidas y ecosistemas ricos en biodiversidad.

El Proyecto se ejecuta en dos ecorregiones prioritarias del país que están severamente amenazadas por presiones de los sistemas locales de producción, una en el departamento de Yoro y noroeste de Olancho y otra en los departamentos de Valle y Choluteca, los cuales fueron seleccionados considerando que cumplen con los siguientes criterios establecidos en el diseño de la Propuesta del Proyecto: (i) Contienen gran diversidad de condiciones biofísicas, productivas y socioeconómicas; (ii) Están relativamente insertadas en mercados nacionales para la carne y productos lácteos y las condiciones de gobernabilidad están relativamente desarrolladas y (iii) Promueven una oportunidad de generar beneficios ambientales globales significativos, dada su ubicación estratégica con tres áreas protegidas importantes y que están amenazados por actividades ganaderas.

La duración del Proyecto es 2.5 años a partir de la fecha en los cuales se planifica cumplir con dos componentes:
1. Establecer condiciones propicias favorables (políticas, mercados y finanzas) para la entrega de beneficios ambientales globales múltiples en paisajes manejados.
2. Entrega de beneficios ambientales globales múltiples (la conservación de la biodiversidad, reducida degradación de tierra, reducidas emisiones de carbón y mayores reservas de carbono) en paisajes de producción.

El Proyecto apoyará la generación de beneficios ambientales globales múltiples (GEBs por sus siglas en inglés) mediante un enfoque eco sistémico y de desarrollo sostenible, para mitigar las amenazas a la biodiversidad por sistemas productivos ganaderos tradicionales, vinculando diversos sectores, involucrando múltiples actores y trabajando a nivel de paisajes, reconociendo las complejas interacciones que se encuentran detrás de los impactos de los sistemas productivos extensivos en el medio ambiente. El objetivo general del proyecto es incorporar consideraciones de conservación de la biodiversidad, manejo sostenible de las tierras y captura de carbono en los agrosistemas meta, mediante la ejecución de buenas prácticas e inserción de tecnologías, para mejorar la unidad productiva. El proyecto logrará esto removiendo las barreras críticas relacionadas con políticas, mercados, finanzas, gobernabilidad, la planificación del manejo de recursos y con apoyo técnico.

La estrategia implementada por el Proyecto es la adopción por los ganaderos de prácticas mejoradas para el manejo silvopastoril en fincas, que combinan la viabilidad económica mejorada con la generación de beneficios ambientales en la finca (en términos de la biodiversidad y el mantenimiento del potencial de largo plazo de los recursos de suelos y vegetación para generar bienes y servicios ambientales), con el respaldo de mecanismos del mercado, finanzas y la gobernabilidad, con la participación de las siguientes instituciones, Secretaría de Recursos Naturales y Ambiente (MIAMBIENTE+), Secretaría de Agricultura y Ganadería (SAG), Federación Nacional de Agricultores y Ganaderos de Honduras (FENAGH).

Programa de las Naciones Unidas para el Desarrollo

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El presupuesto total del Proyecto está distribuido de la siguiente manera:(USD) 3,080,455.00 (recursos asignados del GEF); 190,450.00 (Contrapartida); 17,331,458.88 (Co-finaciamiento).

Al finalizar las acciones del Proyecto se espera que los impactos se materialicen en la generación de beneficios ambientales globales por medio de servicios del agro-ecosistema, mediante la producción y comercialización de carne y leche proveniente de sistemas de ganadería sostenible que reduzcan las emisiones de gases de efecto invernadero, la deforestación y la degradación forestal, impulsando los procesos de desarrollo sostenible del país.

Los recursos financieros asignados por el GEF a la implementación de este proyecto corresponden a $3,036,364, para un período de cinco años, entre diciembre de 2014 y diciembre de 2019.

La EF se realizará según las pautas, normas y procedimientos establecidos por el PNUD y el FMAM, según se establece en la Guía de Evaluación del PNUD para Proyectos Financiados por el FMAM.

Los objetivos de la evaluación analizarán el logro de los resultados del proyecto y extraerán lecciones que puedan mejorar la sostenibilidad de beneficios de este proyecto y ayudar a mejorar de manera general la programación del PNUD.

ENFOQUE Y MÉTODO DE EVALUACIÓN

Se ha desarrollado con el tiempo un enfoque y un método general[1] para realizar evaluaciones finales de proyectos respaldados por el PNUD y financiados por el FMAM. Se espera que el evaluador enmarque el trabajo de evaluación utilizando los criterios de **relevancia, efectividad, eficiencia, sostenibilidad e impacto**, según se define y explica en la Guía para realizar evaluaciones finales de los proyectos respaldados por el PNUD y financiados por el FMAM. Se redactó una serie de preguntas que cubre cada uno de estos criterios incluidos en estos TdR *(Anexo C)*. Se espera que el evaluador modifique, complete y presente esta matriz como parte de un informe inicial de la evaluación, y la incluya como anexo en el informe final.

La evaluación debe proporcionar información basada en evidencia que sea creíble, confiable y útil. Se espera que el evaluador siga un enfoque participativo y consultivo que asegure participación estrecha con homólogos de gobierno, en particular el Centro de Coordinación de las Operaciones del FMAM, la Oficina en el País del PNUD, el equipo del proyecto, el Asesor Técnico Regional del FMAM/PNUD e interesados clave. Se espera que el equipo evaluador realice una misión de campo en Honduras, incluidos los siguientes sitios del proyecto: departamentos de Olancho y Yoro en la zona norte y los departamentos de Choluteca y Valle en la zona sur, esta deberá de incluir reuniones y entrevistas institucionales en la ciudad de Tegucigalpa, así como giras a las áreas prioritarias del Proyecto.

Igualmente, se llevarán a cabo entrevistas con las siguientes organizaciones e individuos como mínimo:

- *Equipo del Proyecto*
- *Programa de Naciones Unidas para el Desarrollo (PNUD)*

[1] Para obtener más información sobre los métodos de evaluación, consulte el Manual de planificación, seguimiento y evaluación de los resultados de desarrollo, Capítulo 7, pág. 163

Programa de las Naciones Unidas para el Desarrollo

Al servicio de las personas y las naciones

- *Secretaria de Recursos Naturales y Ambiente (MiAmbiente+): Ministro, Oficina Coordinadora de Proyectos (OCP), Dirección General de Biodiversidad (DIBIO), Unidad Planificación Estratégica y Planificación (UPEG), Dirección de Gestión Ambiental (DGA).*
- *Instituto de Conservación Forestal (ICF): Departamento de Áreas Protegidas, y Vida Silvestre, Oficina Local de La Unión (Región Forestal de Olancho), Región Forestal Yoro, Región Forestal del Sur.*
- *Secretaría de Agricultura y Ganadería (SAG)*
- *Centro Agronómico Tropical de Investigación y Enseñanza (CATIE)*
- *Federación Nacional de Ganaderos de Honduras (FENAGH)*
- *HEIFER Internacional*
- *Centro de Desarrollo Empresarial Cordillera Nombre de Dios (CDE-MIPYME CND)*
- *Centro de Desarrollo Empresarial Golfo de Fonseca (CDE-MIPYME GF)*
- *Actores locales: Escuelas de Campo (ECAs), Asociaciones Ganaderas, Mesas Sectoriales de Ganadería, Federación de Ganaderos del Sur (FEGASURH), Centros Recolectores de Leche (CRELES), productores independientes.*
- *Otros: Universidad Nacional de Agricultura (UNAG), Instituto Hondureño de Formación Profesional de (INFOP) oficina regional San Pedro Sula, EMPRENDESUR, Programa DEIT-SUR, Plan de Nación Región 13 Golfo de Fonseca, Fundación Panthera, Escuela de Biología (UNAH), Universidad Nacional de Agricultura (UNAG).*

El evaluador revisará todas las fuentes de información relevantes, tales como el documento del proyecto, los informes del proyecto, incluidos el IAP/IEP anual y otros informes, revisiones de presupuesto del proyecto, evaluación de medio término, informes de progreso, herramientas de seguimiento del área de interés del FMAM, archivos del proyecto, documentos nacionales estratégicos y legales, sistematizaciones y cualquier otro material que el evaluador considere útil para esta evaluación con base empírica. En el Anexo B de los "TdR" de estos Términos de Referencia se incluye una lista de documentos que el equipo del proyecto proporcionará al evaluador para el examen.

CRITERIOS Y CALIFICACIONES DE LA EVALUACIÓN

Se llevará a cabo una evaluación del rendimiento del proyecto, en comparación con las expectativas que se establecen en el Marco lógico del proyecto y el Marco de resultados (Anexo A), que proporciona indicadores de rendimiento e impacto para la ejecución del proyecto, junto con los medios de verificación correspondientes. La evaluación cubrirá mínimamente los criterios de: **relevancia, efectividad, eficiencia, sostenibilidad e impacto.** Las calificaciones deben proporcionarse de acuerdo con los siguientes criterios de rendimiento. Se debe incluir la tabla completa en el resumen ejecutivo de evaluación. Las escalas de calificación obligatorias se incluyen en el Anexo D de los TdR.

A continuación, se expone una tabla útil para incluir en el informe de evaluación.

Calificación del rendimiento del proyecto		
Criterios	**Comentarios**	
Seguimiento y Evaluación: Muy satisfactorio (MS), Satisfactorio (S), Algo satisfactorio (AS), Algo insatisfactorio (AI), Insatisfactorio, (I) Muy Insatisfactorio (MI)		

Programa de las Naciones Unidas para el Desarrollo

Al servicio de las personas y las naciones

Calidad general de SyE	(califique con una escala de 6 puntos)	
Diseño de SyE al comienzo del proyecto	(califique con una escala de 6 puntos)	
Ejecución del plan de SyE	(califique con una escala de 6 puntos)	
Ejecución de los IA y EA: Muy satisfactorio (MS), Satisfactorio (S), Algo satisfactorio (AS), Algo insatisfactorio (AI), Insatisfactorio, (I) Muy Insatisfactorio (MI)		
Calidad general de aplicación y ejecución	(califique con una escala de 6 puntos)	
Ejecución del organismo de aplicación	(califique con una escala de 6 puntos)	
Ejecución del organismo de ejecución	(califique con una escala de 6 puntos)	
Resultados: Muy satisfactorio (MS), Satisfactorio (S), Algo satisfactorio (AS), Algo insatisfactorio (AI), Insatisfactorio, (I) Muy Insatisfactorio (MI)		
Calidad general de los resultados del proyecto	(califique con una escala de 6 puntos)	
Relevancia: relevante (R) o no relevante (NR)	(califique con una escala de 2 puntos)	
Efectividad	(califique con una escala de 6 puntos)	
Eficiencia	(califique con una escala de 6 puntos)	
Sostenibilidad: Probable (P), Algo probable (AP), Algo improbable (AI), Improbable (I).		
Probabilidad general de los riesgos para la sostenibilidad:	(califique con una escala de 4 puntos)	
Recursos financieros	(califique con una escala de 4 puntos)	
Socioeconómico	(califique con una escala de 4 puntos)	
Marco institucional y gobernanza	(califique con una escala de 4 puntos)	
Ambiental	(califique con una escala de 4 puntos)	
Impacto: Considerable (C), Mínimo (M), Insignificante (I)		
Mejora del estado ambiental	(califique con una escala de 3 puntos)	
Reducción de la tensión ambiental	(califique con una escala de 3 puntos)	
Progreso hacia el cambio de la tensión y el estado	(califique con una escala de 3 puntos)	
Resultados generales del proyecto	(califique con una escala de 6 puntos)	

FINANCIACIÓN/COFINANCIACIÓN DEL PROYECTO

Programa de las Naciones Unidas para el Desarrollo

Al servicio de las personas y las naciones

La evaluación valorará los aspectos financieros clave del proyecto, incluido el alcance de cofinanciación planificada y realizada. Se requerirán los datos de los costos y la financiación del proyecto, incluidos los gastos anuales. Se deberán evaluar y explicar las diferencias entre los gastos planificados y reales. Deben considerarse los resultados de las auditorías financieras recientes, si están disponibles. Los evaluadores recibirán asistencia de la Oficina en el País (OP) y del Equipo del Proyecto para obtener datos financieros a fin de completar la siguiente tabla de cofinanciación, que se incluirá en el informe final de evaluación.

Cofinanciación (tipo/fuente)	Financiación propia del PNUD (millones de USD)		Gobierno (millones de USD)		Organismo asociado (millones de USD)		Total (millones de USD)	
	Planificado	Real	Planificado	Real	Planificado	Real	Real	Real
Subvenciones								
Préstamos/concesiones								
• Ayuda en especie								
• Otro								
Totales								

INTEGRACIÓN

Los proyectos respaldados por el PNUD y financiados por el FMAM son componentes clave en la programación nacional del PNUD, así como también en los programas regionales y mundiales. La evaluación valorará el grado en que el proyecto se integró con otras prioridades del PNUD, entre ellos la reducción de la pobreza, mejor gobernanza, la prevención y recuperación de desastres naturales y el género. Además, la evaluación se incluirá en el plan de evaluación de la oficina en el país.

IMPACTO

Los evaluadores valorarán el grado en que el proyecto está logrando impactos o está progresando hacia el logro de impactos. Los resultados clave a los que se debería llegar en las evaluaciones incluyen si el proyecto demostró: a) mejoras verificables en el estado ecológico, b) reducciones verificables en la tensión de los sistemas ecológicos, y/o c) un progreso demostrado hacia el logro de estos impactos.

CONCLUSIONES, RECOMENDACIONES Y LECCIONES

El informe de evaluación debe incluir un capítulo que proporcione un conjunto de **conclusiones, recomendaciones** y **lecciones**.

ARREGLOS DE APLICACIÓN

La responsabilidad principal para gestionar esta evaluación radica en la OP del PNUD en Honduras. La OP del PNUD contratará a los evaluadores y asegurará el suministro oportuno de viáticos y arreglos de viaje dentro del país para el equipo de evaluación. El Equipo del Proyecto será responsable de mantenerse en contacto con el equipo de

Programa de las Naciones Unidas para el Desarrollo

Al servicio de las personas y las naciones

Evaluadores para establecer entrevistas con los interesados, organizar visitas de campo, coordinar con el Gobierno, etc.

PLAZO DE LA EVALUACIÓN

La duración total de la evaluación será de 45 días de acuerdo con el siguiente plan:

Actividad	Período	Fecha de finalización
Preparación	7 días	Las fechas de finalización de las actividades estarán en función de la fecha de la firma del contrato de los evaluadores. Sin embargo, en principio se prevé que la evaluación inicie en el mes de septiembre, de manera que se pueda contar con un documento final en el mes noviembre.
Misión de evaluación	15 días	
Borrador del informe de evaluación	15 días	
Informe final	8 días	

RESULTADOS FINALES DE LA EVALUACIÓN

Se espera que a través de la evaluación se logre lo siguiente:

Resultado final	Contenido	Período	Responsabilidades
Informe inicial	El evaluador proporciona aclaraciones sobre los períodos y métodos	No más de 2 semanas antes de la misión de evaluación	El evaluador lo presenta a la OP del PNUD
Presentación	Resultados iniciales	Fin de la misión de evaluación	A la gestión del proyecto, OP del PNUD
Borrador del informe final	Informe completo, (por plantilla anexada) con anexos	Dentro del plazo de 3 semanas desde la misión de evaluación	Enviado a la OP, revisado por los ATR, las PCU, los CCO del FMAM.
Informe final*	Informe revisado	Dentro del plazo de 1 semana después haber recibido los comentarios del PNUD sobre el borrador	Enviado a la OP para cargarlo al ERC del PNUD

*Cuando se presente el informe final de evaluación, también se requiere que el evaluador proporcione un 'itinerario de la auditoría', donde se detalle cómo se han abordado (o no) todos los comentarios recibidos en el informe final de evaluación.

COMPOSICIÓN DEL EQUIPO

El evaluador será un consultor internacional, con experiencia previa en evaluación de proyectos similares. Es una ventaja contar con experiencia en proyectos financiados por el FMAM.

Programa de las Naciones Unidas para el Desarrollo

Al servicio de las personas y las naciones

El evaluador seleccionado no debe haber participado en la preparación o ejecución del proyecto ni debe tener ningún conflicto de intereses con las actividades relacionadas al proyecto.

El evaluador debe reunir las siguientes calificaciones:

- Grado académico de Máster en ciencias naturales y/o sociales u otro campo estrechamente relacionado.
- Experiencia profesional en gestión de programas y proyectos de desarrollo sostenible, manejo de recursos naturales, producción sostenible, conservación de biodiversidad, cambio climático y/o desarrollo rural sostenible con enfoque en reducción de pobreza;
- Experiencia internacional en formulación y evaluación de proyectos en los temas de biodiversidad, cambio climático, degradación de tierras o manejo forestal sostenible.
- Experiencia con metodologías de evaluación de la gestión basada en resultados, aplicación de indicadores SMART y en la reconstrucción o validación de escenarios iniciales (*baseline scenarios*).
- Conocimiento sobre la transversalización del enfoque de género e interculturalidad (pueblos indígenas).
- **Publicaciones o documentos técnicos vinculados a las temáticas de biodiversidad, cambio climático, degradación de tierras.**
- **Experiencia previa de trabajo de evaluación de proyectos, PNUD y/o GEF**
- Capacidad –habilidades de redacción, análisis, síntesis y sistematización
- Se valorará la experiencia en evaluación/revisión de proyectos dentro del sistema de las Naciones Unidas y de proyectos financiados por el GEF.
- Experiencia de trabajo en Honduras deseable.
- Dominio del idioma español e inglés (Hablado y escrito)

Además, el evaluador o evaluadora deberá reunir las siguientes habilidades:

- Excelentes capacidades analíticas y de redacción
- Habilidad para trabajar bajo presión
- Habilidad para trabajar en equipo

Matriz de Evaluación Consultor Individual		
Criterios de Evaluación		**Puntuación máxima**
Evaluación Curricular (máx. 50 puntos)		
a	**Grado académico de Máster en ciencias naturales y/o sociales u otro campo estrechamente relacionado.**	**Cumple / No Cumple**
b	**Dominio del idioma inglés y español**	**Cumple / No Cumple**

Programa de las Naciones Unidas para el Desarrollo

Al servicio de las personas y las naciones

c	**Experiencia previa de trabajo de evaluación de proyectos, PNUD y/o GEF**	**Cumple / No Cumple**
d	**Experiencia profesional en manejo de programas y/o proyectos de desarrollo sostenible, manejo de recursos naturales, producción sostenible, conservación de biodiversidad, cambio climático y/o desarrollo rural sostenible con enfoque en reducción de pobreza**	**12**
	1-4 experiencias: 8 Ptos	
	5-8 experiencias: 10 Ptos	
	9 experiencias o más: 12	
e	**Experiencia internacional en la formulación de proyectos vinculados a los recursos naturales, biodiversidad, cambio climático, degradación de tierras o manejo forestal sostenible.**	**12**
	1-3 experiencias: 8 Ptos	
	4-6 experiencias: 10 Ptos	
	7 experiencias o más: 12 Ptos	
f	**Experiencia internacional en evaluación de proyectos sobre biodiversidad, cambio climático, degradación de tierras o manejo forestal sostenible.**	**15**
	1-2 experiencias: 9 Ptos	
	3-4 experiencias: 12 Ptos	
	5 experiencias o más: 15	
g	**Experiencia en la aplicación de metodologías de evaluación de la gestión basada en resultados, aplicación de indicadores SMART y en la reconstrucción o validación de escenarios iniciales (baseline escenarios).**	**9**
	1-2 experiencias: 7 Ptos	
	3-4 experiencias: 8 Ptos	
	5 o más experiencias: 9 Ptos	
h	**Experiencia en transversalización del enfoque de género e interculturalidad (pueblos indígenas).**	**5**
	2 a 3 experiencias: 3 Ptos	
	4 a 5 experiencias: 4 Ptos	
	6 o más experiencias: 5 Ptos	
i	**Publicaciones o documentos técnicos vinculados a las temáticas de biodiversidad, cambio climático, degradación de tierras.**	**5**
	1-3 publicaciones o documentos: 3 Ptos	
	4-6 publicaciones o documentos: 4 puntos	
	7 o más publicaciones o documentos: 5 puntos	
	Sub-Total Evaluación Curricular	**58**
Evaluación de la propuesta técnica (Máx. 12 puntos)		
j	Grado en que la propuesta responde a los Términos de Referencia de la Consultoría	8.00

9

Programa de las Naciones Unidas para el Desarrollo

Al servicio de las personas y las naciones

	Excelente 8 / Bueno 6 / Regular 4 / Deficiente 0	
K	Incluye un cronograma de trabajo de las actividades indicadas en los TDR, de acuerdo con el plazo de la consultoría Excelente 4 / Bueno 3 / Regular 2 / Deficiente 0	4.00
	Sub-Total Evaluación Curricular	**12**
	Sub-Total Propuesta Financiera	**30**
	Total	**100**

ÉTICA DEL EVALUADOR

Los consultores de la evaluación asumirán los más altos niveles éticos y deberán firmar un Código de conducta (Anexo E) al aceptar la asignación. Las evaluaciones del PNUD se realizan de conformidad con los principios que se describen en las 'Directrices éticas para evaluaciones' del Grupo de Evaluación de las Naciones Unidas (UNEG).

MODALIDADES Y ESPECIFICACIONES DE PAGO

%	Hito
10%	*Al firmar el contrato.*
20%	Contra entrega y aprobación del informe de arranque.
30%	*Después de la presentación y aprobación del primer borrador del informe final de evaluación.*
40%	*Después de la presentación y aprobación (OP del PNUD y ATR del PNUD) del informe final definitivo de evaluación.*

PROCESO DE SOLICITUD

Los candidatos deben remitir su propuesta al correo electrónico adquisicionespnudhn@undp.org hasta el 7 de noviembre de 2019. Se les sugiere a los consultores individuales que presenten las solicitudes junto con sus currículos para estos puestos. La solicitud debe contener un currículo actual y completo en español, donde se indique un correo electrónico y un teléfono de contacto. Los candidatos preseleccionados deberán presentar una oferta financiera que indique el costo total de la asignación (incluidos gastos diarios, viáticos y costos de viaje).

El PNUD utiliza un proceso de selección justo y transparente que considera las competencias/capacidades de los candidatos, así como sus propuestas financieras. Se alienta a las mujeres y a los miembros calificados de las minorías sociales para que presenten su solicitud.

10

Annex 3: Technical Description of the Methodology carried out for the Evaluation

1. Methodological Instruments

The information gathering instruments used were:

Observation: Use of a detailed observation form to record what is seen and heard in the field. The information collected referred to ongoing activities, processes, debates, observable results, facilities, etc. The observation was made permanently during the interviews with the institutions.

Matrices of systematization of Information: A set of matrices that systematize direct information extracted from all the information produced by the Program that allows consolidating data around the achievement of the objectives and supporting explanatory interpretations of why it happened and which of those achievements were obtained (times, management, external interferences, achievements, leverage, etc.).

Interview with key information sources[55]: It consists of a series of open-ended questions asked to some and some key informants. The interviews are qualitative, in-depth and semi-structured. They are based on the topics and questions of the evaluation. These in-depth interviews were conducted mainly at the central level with the UC, key representatives / members of UNDP, government institutions, CSOs and strategic partners. At the local level interviews were conducted with representatives of local government, field technicians and others relevant community representatives. Meetings of 45 minutes up to approximately 2 hours were available depending on the relevance of each topic and the interlocutor.

Group interviews: During group interviews where the information needed to be synthesized, the consultant developed the Metaplan methodology promoted by the German cooperation agency GTZ. The Metaplan is a set of "Communication Tools" where the intention is that all people participate in an equitable way, without influencing individual opinions, it seeks to facilitate the concentration and understanding of ideas, using "voice, ear and view "facilitated by a moderator in constant movement around the room, while allowing the possibility of movement of the participants so that everyone has the ability to listen, see and participate equally.

Systematization of the documentation produced by the Project: An ordering process was carried out of all the information available on the project contained in its main documents such as the Prodoc, monthly, quarterly and annual reports, Board Minutes, financial reports, product documents of consultancies, communication material, etc., which allowed the evaluation findings to be supported.

2. Methodology for the collection and analysis of information

The methodology and criteria of the information analysis compilation about the Project and its components that allowed to measure what was previously mentioned are:

a) Analysis of the Improvement Process and capacity to generate change (Historical Analysis of the Project).

[55] The questions asked were based on the topics and questions asked indicated in Annex 1: Matrix of Evaluation Criteria.

Through a timeline-type follow-up, the sequence of implementation events involved in the Project should be processed and understood, so as to be able to understand their performance, the way their management was carried out and assess the contribution to the Project.

Special emphasis was placed on the analysis of the evolution of the project and of the actors facing the events that significantly affected its management and implementation. There was an intention to verify the ability to adapt to change and the degree of ownership and integration in partner institutions and different strategic actors linked to the Project.

It is also intended to specifically determine the measures taken to adapt the project and its original design to improve its relevance and specifically to carry out an analysis of the exit or transfer strategy from its entirety, observing how the project interact with other strategic actors or partners during the process of its execution generating networks and promoting the performance of systemic activities in the Country.

Finally, through this instrument, information was obtained to show the level of alignment to national policies and statistics, and the intervention strategy approved in the country.

b) Project Consistency Analysis.

Internal Consistency of the Project: Based on its main statements in terms of its objectives, results, products and proposed activities, the original design was analyzed to determine the problems in its formulation, in the monitoring indicators, assumptions, baselines, goals, etc.

As an essential part of the work, a comprehensive review of Project management was carried out to achieve the proposed objectives: coordination, management and financing, institutional organization and quality of management, Disposition / provision of inputs. A special look was also made at the Management and disposition of financial resources (efficiency, probity, leverage, availability).

Finally, the Project is highly dependent on the relationship with a diversity of actors for its success, so it was intended to deliver a review of the contribution and involvement of the partners.

c) Analysis of Consistency between the Project and the documented Results and Products of the Projects that support it.

A review and systematization of the documented results and products of the project was carried out, contrasting them with the Project Results Framework in order to detect the achievements, effects and all kinds of expected and unexpected results of the same. This point was evaluated based on the "SMART" criteria.

d) Content Analysis

The Content Analysis helped to find configurations and relationships in Reports and texts, contributing in interpretations and establishing a coherent conceptual scheme that later allowed to make judgments about the Project in terms of the achievements of products and results in relation to the objectives in the framework of the context of what happened in the projects that support it in the evaluation period. The achievements, Sustainability and Lessons Learned are the focus of this analysis, which in turn takes into account Consistency Analysis and Historical Research.
A Network Analysis and an Analysis of the change in the environment were carried out to observe the factors that allowed or hindered the strengthening of capacities in the partner actors and the country's institutional framework for the improvement of the environment in the country. In this way, it was possible to respond to point (iv) Evaluate the effectiveness of the collaboration strategy in achieving the Project results indicated in the terms of reference.

e) Performance evaluation

The evaluation and qualification of the Project's performance level was carried out in accordance with the evaluation guides indicated in note N ° 4 and the evaluation provisions of the GEF projects:

- Relevance: Relevant (R) and Non-Relevant (NR)
- Efficacy: Highly satisfactory (HS): The project had no deficiencies in achieving its objectives; Satisfactory (S): There were only minor deficiencies; Moderately Satisfactory (MS): There were moderate deficiencies; Moderately Unsatisfactory (MU) the project had significant deficiencies; Unsatisfactory (U): The project had significant deficiencies in achieving its objectives; Highly Unsatisfactory (HU): The project had severe deficiencies.
- Efficiency: Highly satisfactory (HS): The project had no deficiencies in achieving its objectives; Satisfactory (S): There were only minor deficiencies; Moderately Satisfactory (MS): There were moderate deficiencies; Moderately Unsatisfactory (MU) the project had significant deficiencies; Unsatisfactory (U): The project had significant deficiencies in achieving its objectives; Highly Unsatisfactory (HU): The project had severe deficiencies.
- Sustainability: Socio-political, Financial and Institutional Framework aspects were reviewed with the following evaluations: Likely (L): Negligible risks for sustainability; Moderately Probable (MP): moderate risks; Moderately Unlikely (MU): significant risks; Unlikely (U): serious risks

f) Management Review of Transversal Variables

A review of how the Project is addressing and integrating the following transversal variables into its work was carried out:

- Gender Focus: a) Integration of the focus into project components (Design, management and implementation), b) Gender Equality Qualification in implementation and in expected effects; c) Qualification of involvement in men's and women's projects.
- Participation of Actors: a) Degree of involvement of different stakeholders in the project: Evaluation of participation, asymmetries, relationship of powers, information and decision-making in the project; b) Promotion of conditions for participation and governance: effective mechanisms and spaces carried out since the project
- Capacity Building: Qualification of the degree of capacity building and the level of appropriation thereof in counterparts and beneficiaries.

g) Comprehensive analysis.

The comprehensive analyzes result results of the interviews allowed crossing the necessary information to deliver the evaluative considerations that allow detecting:

- The consistency between the registered documentation and what those involved in their different levels of relationship with the project declare,
- The consistency between the internal documents of the project: a) Planning v / s execution; b) Activities v / s Products and Results; c) Balance of Times-Resources-Products; d) Commitments of Actors v / s activities;
- The consistency of the incorporation of the transversal criteria: a) Methodology-Management-information; b) Declared v / s effective; c) Involvement-Appropriation
- Products-Results Consistency v / s expected impacts- catalyst role and replicability.
- Consistency between changes in environment and adaptation of strategy, operation of monitoring and evaluation systems v / s decision making.
- Consistency in knowledge management: The lessons learned, documentation of products and results, closure plan and assurance of the effects of the project.

Annex 4: Grading Scales according to UN Evaluation Manuals

Ratings Scales			
Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	**Sustainability ratings:**	**Relevance ratings:**	**Impact Ratings:**
6: Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency 5: Satisfactory (S): There were only minor shortcomings 4: Moderately Satisfactory (MS):there were moderate shortcomings 3. Moderately Unsatisfactory (MU): the project had significant shortcomings 2. Unsatisfactory (U): there were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency 1. Highly Unsatisfactory (HU): The project had severe shortcomings	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML):moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1. Not relevant (NR)	3. Significant (S) 2. Minimal (M) 1. Negligible (N)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A			

Annex 5: List of Revised Documents

- ICF, Establecimiento de Corredores Biológicos en Honduras
- MiAmbiente+, Acuerdo Interinstitucional de Cooperación y Coordinación en el Marco de la creación de la Mesa Nacional de Monitoreo Biológico de Honduras (MNMB)
- MiAmbiente+, Plan de Acción Nacional de Lucha Contra la Desertificación (PAN-LCD) 2014-2022.
- MiAmbiente+, Programa Nacional de Recuperación de los Bienes y servicios de Ecosistemas Degradados 2018-2028
- PNUD, Marco de la Asistencia de Naciones Unidas para el Desarrollo 2017-2021 (MANUD)
- PNUD, CDR Enero a Diciembre 2017
- PNUD, Guía para Realizar Evaluaciones Finales de los Proyectos Respaldados por el PNUD y Financiados por FMAM
- PNUD, Manual de Planificación, Seguimiento y Evaluación de Resultados de Desarrollo del PNUD
- PNUD, Plan Estratégico PNUD 2018-2021
- PNUD, Programa País 2017-2021
- Proyecto, 2016. CATIE. Buenas prácticas ganaderas para la adaptación y mitigación del cambio climático en el sector ganadero de Honduras.
- Proyecto, 2016. CATIE. Metodología para caracterizar los medios de vida y los capitales de la comunidad e instrumento de consulta para el establecimiento de la línea base.
- Proyecto, 2016. CATIE. Metodología para implementación de Escuelas de Campo (ECAs) para el manejo de paisajes productivos ganaderos en honduras.
- Proyecto, 2016. CATIE. Metodología para mejorar el aprendizaje y conocimiento adaptada a las áreas de intervención del proyecto.
- Proyecto, 2016. CATIE. Plan de inversión de prácticas y tecnologías silvopastoriles en fincas ganaderas.
- Proyecto, 2016. CATIE. Plan de monitoreo e identificación de indicadores de conservación de biodiversidad, análisis de fragmentación y conectividad en el área húmeda y estimación de carbono almacenado en biomasa arbórea y suelo.
- Proyecto, 2016. CATIE. Propuesta metodológica para la definición de estrategias locales de adaptación y mitigación y plan de acción frente de los efectos del cambio climático, articulada a las iniciativas nacionales.
- Proyecto, 2017, MNMB, Avances Estratégicos Mesa Nacional de Monitoreo Biológico.
- Proyecto, 2017, MNMB, Honduras Biodiversa, Boletín informativo, Edición I, noviembre 2017,
- Proyecto, 2017, MNMB, Mesa Nacional de Monitoreo Biológico de Honduras. Documento De Conceptualización, Enero 2017
- Proyecto, 2017. Diagnóstico para determinar los índices de conocimiento, actitudes y capacidades (CAP) en beneficiarios meta del proyecto.
- Proyecto, 2017. Estatus del jaguar (Panthera onca) y sus presas en el Refugio de Vida Silvestre Texiguat y los Parques Nacionales Pico Pijol y Montaña de Yoro
- Proyecto, 2018. Análisis del corredor de menor costo / Yoro. Proyecto Paisajes Productivos y Panthera.
- Proyecto, 2018. Diversidad de aves en paisajes productivos de los Municipios de la Unión y Yocón, Olancho.
- Proyecto, 2018. Diversidad de aves y mamíferos terrestres y voladores en paisajes productivos de los Municipios de la Unión y Yocón, Olancho.
- Proyecto, 2018. Diversidad de Mamíferos Unión y Yocón, Olancho.
- Proyecto, Actas Junta de Proyecto Abril 2015, Diciembre 2016, Agosto 2017, Diciembre 2017, Agosto 2018 y Diciembre 2018.

- Proyecto, Análisis de Métricas de Paisaje Utilización de indicadores de fragmentación como base para la elaboración de propuesta de corredor biológico en Olancho y Yoro.
- Proyecto, Documento de Proyecto (PRODOC)
- Proyecto, Estrategia de Sostenibilidad Proyecto, Enero 2020
- Proyecto, Informe de Cierre Proyecto, Enero 2020
- Proyecto, Informe de la Junta de Proyectos: Diciembre 2016, Agosto 2017, Diciembre 2017, Agosto 2018 y Diciembre 2018.
- Proyecto, Informe Final Evaluación de Medio Término, Consultor Jorge Leiva, Mayo 2018
- Proyecto, Informes Trimestrales: 2T2016, 3T2016, 1T 2017, 2T2018, IT2019, 2T2019, 3T2019
- Proyecto, PIR 2015, PIR 2016, 2017, 2018 y 2019
- Proyecto, POA 2017
- Proyecto, TOR EF Proyecto
- Reportes de las partes responsables y estudios generados según establecido en cartas acuerdo con el Proyecto
- República de Honduras, Plan de Nación 2010-2022
- República de Honduras, Plan Estratégico de Gobierno 2014-2018.
- República de Honduras, Visión de País 2010-2038
- UNEG Quality Checklist for Evaluation Reports

Annex 6: Schedule of Activities Evaluation

	Weeks			Weeks										
	Activities	04 Dec.	11 Dec.	16 Dec.	23 Dec.	30 Dec.	06 Jan.	13 Jan.	20 Jan.	27 Jan.	03 Feb.	10 Feb.	17 Feb.	24 Feb.
I	**PREPARING FOR FIELD WORK**													
	PRODUCT 1: Signing of the contract	06 Dec												
1	Virtual Conferences with Reference Committee													
2	Receipt of Secondary Project Information													
3	Systematization of Project Information.													
4	Construction of interview project and preliminary Mission agenda													
5	**PRODUCT 2: Initial Evaluation Report (Work plan, tools to use, Methodology and fine-tuned schedule)**					**30 Dec.**								
6	Receipt of Comments on the Initial Report					**03 Jan.**								
II	**LAND MISSION IN HONDURAS**													
7	Examination of available Project documents													
8	Review and detailed adjustments of the Mission (Detailed work plan)													
9	Mission in Tegucigalpa and priority areas of the project: departments of Olancho and Yoro in the north and departments of Choluteca and Valle in the south (Meetings, interviews and field visits)						From 06 to 17							
10	**Presentation of preliminary findings**							**17 Jan.**						
11	Systematization of the information collected in the field													
III	**PREPARATION OF EVALUATION REPORT**													
12	**PRODUCT 3: Delivery of Draft Terminal Evaluation Report of the Projects**											**10 Feb.**		
13	Receipt of Comments on Draft Terminal Evaluation Report of Projects												**20 Feb.**	
14	**PRODUCT 4: Terminal Evaluation Report of the Project's projects**													**28 Feb.**

	Review	Color
1	**CRITICAL EVENTS**	
2	**DESK JOB**	
3	**HONDURAS FIELD MISSION (Tegucigalpa and priority areas)**	
4	**PRODUCT DELIVERY**	

Annex 7: Interviews Conducted

The list of interviewed actors was agreed between the evaluator, the project team and UNDP, considering the actors identified in PRODOC and those who joined during the life of the project.

Date	Time	Actions	Contact	Place
Day 1 January 6th, 2020	8:30 – 10:00 a.m.	Start of evaluation meeting with Execution Team/PNUD	Astrid Mejía	PNUD
	10:00 –12:00 a.m.	Meeting with PNUD: Environmental Program Officer		PNUD
	2:00 – 5:00 p.m.	Project team meeting Meeting with MiAmbient+ Viceminister, Carlos Pineda	Mariela Cruz	OCP
Day 2 January 7th, 2020	7:00 – 10:00 a.m.	Travel to Olancho	Rafael Pacheco- 97531886	
	10:00 – 12:00 a.m.	Meeting with Project technician Meeting with Sustainable Livestock Worktable		
	1:30 – 5:00 p.m.	Visita ECA Mangulile mujeres y hombres		ICF
		Lodging in La Unión/Olancho		ICF
Day 3 January 8th, 2020	7:00 – 11:00 p.m.	Travel to Yoro	George Bustillo - 31927302/96912847	
	1:00 – 3:00 p.m.	Meeting with Sustainable Livestock Worktable		CDE Office
	4:00 – 5:00 p.m.	Meeting with CDE MIPYME Cordillera Nombre de Dios		
Day 4 January 9th, 2020	6:00 – 12:00 p.m.	Visit to CREL APROLELY/ECA Hacienda Vieja	George Bustillo - 31927302/96912847	Community
	2:00 – 3:00 p.m.	Return to Choluteca		
Day 5 January 10th, 2020	8:00 - 10:00 a.m.	Meeting with Juan Carlos Galeano/ Daysi Samayoa	Juan Carlos Galeano- 97119993	
	10:00 – 12:00 p.m.	Meeting with FEGASURH		
	2:00 – 4:00 p.m.	DEIT SUR INFOP Program Gathering		DEIT Office
	4:00 – 5:00 p.m.	EMPRENDESUR		
Day 11 January 16th, 2020	7:00 – 12:00 p.m.	Visit to ECA El Trapiche	Juan Carlos Galeano- 97119993	Community
	2:00 – 3:00 p.m.	Meeting CDE MIPYME Golfo de Fonseca	Arnold Amador - 33979398	CDE Office
	3:00 – 5:00 p.m.	Return to Tegucigalpa		
Day 3 January 13th, 2020	8:30 – 9:30 a.m.	Project design participants		Skype
	10:00 – 12:00 a.m.			
	2:00 – 4:00 p.m.	Meeting with FENAGH Engineer Celeo Osorio/Executive Chairman Engineer José Chacón/Coordinator	Celeo Osorio -99906339	FENAGH
		Talk with CAHLE Executive Chairman - Carmen García		
Day 4 January 14th, 2020	8:30 – 9:30 a.m.	FAO Héctor Cuestas/Project: Honduras' Livestock Sector Competitivity	Héctor Cuestas - 95356236	FAO
	10:00 –11:00 a.m.	Reunión con representantes de SAG Ing. Rubén Espinoza, viceministro SAG	Paula Obando - 32498738	SAG
		Ing. Alejandra Reyes/Jefa de departamento Áreas Protegidas		
	2:00 – 3:00 p.m.	Ing. Angel Matute – Subdirector de AP ICF Lic. Ana Velásquez/Vida Silvestre Deparment Chief	Olga Díaz - 33408768	ICF

Day 5 January 15th, 2020	1:30 – 2:30 p.m.	Marco Machado, Melchor Rodríguez, Nahún Valladares HEIFER		
	3:30 -4:00 p.m.	Eng. Julio Castrillo Project Coordinating Office of MiAmbiente+		
Day 6 January 16th, 2020	10:00 a.m.	Interview through Skype with Edwin García Catie Synthesis and preparation of Project’s presentation		
Day 10 January 17th, 2020	9:00 – 12:00 p.m.	Closing meeting: Discussion, findings, deadlines, etc. PNUD, MIAMBIENTE+, OCP	Mariela Cruz/Claudia Milagros	OCP

Annex 8: SMART and Logical Framework Consistency Assessment of the Project

a) SMART Objective Evaluation Matrix

Objective - Indicators - Project Goals				SMART Evaluation: Relationship of Indicators and Goals with respect to the Expected Objective					
Objective	**PRODOC indicator**	**PRODOC goal**	**2018 PIR Revised Goal**	**Specific**	**Measurable**	**Reachable**	**Realistic**	**Time**	**Technical Result**
To reduce the environmental impacts of livestock farming in Honduras, by promoting multi-sectoral, multi-stakeholder approaches and in all landscapes that recognize the complex interactions that underpin the impacts of local production systems on GEBs. The project should accomplish this by removing critical barriers related to policy, markets, finance, governance, resource management planning, and technical support.	Increases in assumed carbon sequestration (tCO2eq) in 650 target farms in Target Area 1 and 600 target farms of Target Area 2, due to introduction of SPS and more sustainable cropping systems	Target Area 1: 80,118 Target Area 2: 41,623	Goal Stays	Yes	Yes	Yes	Yes	Yes	The indicators are quite concrete, measurable, and there are some problems in estimating whether they were achievable, realistic, and adequate for execution time in 2 of the 6 target indicators. The evaluation of the whole gives us a total potential for achievement of 90%, which is very good.
	Improvements in connectivity indices in Texiguat-Pico Pijol (T-PP) and Pico Pijol-Montaña de Yoro (PP-MY) corridors in Target area 1, covering 1,200km2.	Nearest neighbor index for patches of woodland and fallow: - 24.0 in T-PP - 42.0 in PP-MY	Nearest neighbor index for patches of woodland and fallow: - 240 m T-PP - 420 m PP-MY	Yes	Yes	Yes	Yes	Yes	
	- Nearest neighbor index indicates distance between patches (low values are good for connectivity) - Juxtaposition index indicates homogeneity of distribution of vegetation patches throughout the landscape (high values are good for connectivity)	Juxtaposition index for patches of woodland and fallow: - 90.0 in T-PP - 65.0 in PP-MY	Goal Stays	Yes	Yes	Medium	Medium	Yes	
	Increased occurrence in Texiguat-Pico Pijol and Pico Pijol-Montaña de Yoro corridors of jaguars (*Panthera onca*), of importance for trophic conditions in neighboring PAs	Target values to be determined at project startup, Baseline values T-PP: 1 PP-MY: 0	Goal Stays	Medium	Yes	Yes	Yes	Yes	
	Improvements in area-weighted Environmental Service Index (ESI) based on birds over 3,174ha in 650 farms of Target Area 1(see section IV part VII of Prodoc)	Year 4: 1,3590 (Increase 0.4215)	IBSA goal: 0.864	Yes	Yes	Yes	Yes	Yes	
	Reductions in assumed soil erosion rates in 600 farms in Target Area 2, due to introduction of silvopastoral systems and more sustainable cropping systems (SPS)	214.800 Year 5 (t/year) Net reduction over year 2-5 (t) -203,061	Goal Stays	Yes	Yes	Medium	Medium	Medium	
			PUNCTUATION	5,5	6,0	5,0	5,0	5,5	**5,4**
			% of potential achievement	**92%**	**100%**	**83%**	**83%**	**92%**	**90%**

Compliance with the objective is estimated with a maximum potential of 90%. The Objective is clearly defined, the indicators meet the SMART criteria in a high percentage and the goals were mostly well defined, except for two that were reviewed and adjusted in the PIR 2018. Therefore, this consistency crossing in its definition was a good guide for the effort of the Project actions.

b) Consistency Matrix between the Target and its Outcomes

Consistency Assessment: Objective - Outcomes					
Objective	**Outcomes**	**Relevance[56]**	**Satisfy objective [57]**	**Density [58]**	**Technical analysis.**
To reduce the environmental impacts of livestock farming in Honduras, by promoting multi-sectoral, multi-stakeholder approaches and in all landscapes that recognize the complex interactions that underpin the impacts of local production systems on GEBs. The project should accomplish this by removing critical barriers related to policy, markets, finance, governance, resource management planning, and technical support.	**Outcome 1:** Favorable enabling conditions (policies, markets and finance) exist for delivering multiple global environmental benefits in managed landscapes	This outcome addresses the very poor environment conditions in the case of Honduras, with great weakness in public institutions and underdeveloped and highly concentrated markets. It is highly necessary to work if you want to achieve a national incidence for what is considered very pertinent. **1 point**	This Outcome contains in its wording very general elements such as "Favorable Enabling Conditions", which are indicated in three relevant areas: politics, markets and finance. Nor is there any mention of governance issues and resource management planning at the municipal level that is outlined in PRODOC and is partly mentioned in the writing of the objective. **0.5 point.**	The achievement of the result is unclear as to the level of improvement of the environmental conditions for the delivery of environmental benefits. Only three areas are indicated: Politics, markets and finances. **0.5 point.**	The wording of the Objective is clear and the results respond to it. In the case of result 1, satisfaction is not so evident, nor is the degree of density or depth with which the objective is intended to be addressed.
	Outcome 2. Multiple global environmental benefits (biodiversity conservation, reduced land degradation, reduced carbon emissions and increased carbon storage) are delivered in production landscapes in the humid broadleaved forest zone (Region 1) and the dry forest agroecosystem of the south and southwest (Region 2)	This Result is the great bet of the theory of change of this project and as such it is essential and pertinent to the objective of the project. **1 point**	This result directly satisfies the objective in the demonstrative effect and direct action at the local production level, introducing the issue of environmental sustainability in the livestock sector in Honduras. **1 point**	Specifying two regions with specific characteristics specifically indicates the project's commitment in terms of the type of ecosystems it is responsible for and the geographic areas of impact. **1 point**	
		2	**1.5**	**1.5**	**1.7**
Probability of success Project by Consistency Objective - Outcome		**100%**	**75%**	**75%**	**83%**

Probability of Project Success given the Smart evaluation of the Objective indicators and the consistency between Objective and Components The two evaluations are considered as a necessary condition for achieving the objectives, so it was qualitatively estimated with an equal weight. This means mathematically multiplying the possible success percentage of the two evaluations: 0.90 * 0.83 = 0.75	**75 %**

[56] **Relevance:** Refers to the extent to which the achievement of results is consistent with the objective of the Project
[57] **Satisfaction:** Refers to what extent the fulfillment of the results allows the objective to be fully or partially achieved
[58] **Density:** Refers to the extent to which the results effectively achieve in depth the objective of the project

c) Consistency Matrix between Outcomes and their Outputs

Outcomes	Products	Consistency Assessment between Outcomes and their Outputs			
		Relevance[59]	Satisfy objective[60]	Density [61]	Technical analysis.
Outcome 1: Favorable enabling conditions (policies, markets and finance) exist for delivering multiple global environmental benefits in managed landscapes	**Output 1.1.** National Platform for Sustainable Ranching strengthened for coordination of key stakeholders across the supply chain in order to generate multiple GEBs in production landscapes **Output 1.2.** Commitments by national supermarket chains and exporters to certify, source and market beef and dairy products on the basis of environmental sustainability in order to generate GEBs in production landscapes **Output 1.3.** National programme for promoting the certification of cattle farms according to Sustainable Agricultural Network (SAN) principles **Output 1.4.** Loan plans from at least 5 public and private financial institutions that support forms of management of production landscapes that generate multiple GEBs	The four products contribute to the improvement of the three conditions indicated in Result 1: Policies, markets and finance. There are no products that address the issue of the oligopolistic structure of the milk market or the need to strengthen regulatory institutions and technical support for the sector. **0,75 point**	The 4 products do not guarantee that the environment of conditions is effectively conducive to the delivery of global environmental benefits. There is no definition of the role of public institutions or the expected level of market maturation. **0.5 point.**	The density indicated in the products is very specific but it is not sufficient nor does it take over the statement of favorable conditions. **0.5 point.**	The wording of the result is unclear but suggests a level of density and satisfaction far beyond the corresponding 4 products. **Total 1.75 points.**
Outcome 2. Multiple global environmental benefits (biodiversity conservation, reduced land degradation, reduced carbon emissions and increased carbon storage) are delivered in production landscapes in the humid broadleaved forest zone (Region 1) and the dry forest agroecosystem of the south and southwest (Region 2)	**Output 2.1.** Permanent multi-stakeholder sustainable ranching platforms in two target areas **Output 2.2.** Strengthened local institutions supporting the sustainable management and conservation of production landscapes **Output 2.3.** Farm management plans allowing for the maximization of environmental benefits and sustainability through the appropriate siting of land uses **Output 2.4.** Effective, relevant and sustainable support programmes applied by Government, NGOs and/or private sector service providers. **Output 2.5.** Agreements/and or contracts between purchasers and farmers regarding the sourcing of products produced in accordance with the generation of GEBs	All five products are directly relevant to Outcome 2. **1 point.**	All five products satisfy technical transfer delivery and institutional support at the local level. **1 point.**	The expected level of scope is concrete except in product 2.4, which assumes a certain level of maturation of the public and private institutions capable of providing "effective, relevant and sustainable" support programs. **0.75 points.**	The products are largely consistent with outcome two. **Total 2.75 points.**
Total Points		**1.75**	**1.5**	**1.25**	**4,5 points.**
Probability of success Project by Consistency Outcomes-Outputs		**88%**	**75%**	**63%**	**75%**

[59] **Relevance:** Refers to the extent to which the achievement of results is consistent with the Project’s objective.
[60] **Satisfaction:** Refers to what extent the fulfillment of the results allows the objective to be fully or partially achieved
[61] **Density:** Refers to the extent to which the results effectively achieve in depth the Project’s objective.

d) Outcomes SMART Evaluation Matrix - Indicators and Goals

Outcomes – Indicators and Goals				Indicators and Goals regarding Outcome					
Outcomes	**Indicators**	**Prodoc Goals**	**PIR 2018 Goals**	**Specific**	**Measurable**	**Reachable**	**Realistic**	**Time**	**Technical Result**
Outcome 1: Favorable enabling conditions (policies, markets and finance) exist for delivering multiple global environmental benefits in managed landscapes	Percentage of beef and milk purchases of retailers and exporters that are subject to environmental sustainability criteria	20% of beef and milk products (1,700t/year of beef and 22 million liters/year of milk)	20% of the production of the intervened farms advance with environmental sustainability criteria	Yes	Yes	Little bit	Little bit	Little bit	**2,9 pts.**
	Volume of beef and milk purchases to which retailers and exporters have committed (through private sector policies, publications and written agreements) to apply environmental sustainability criteria by 5 years following the end of the project	Retailers and exporters have committed through publications and written agreements to applying environmental sustainability criteria to 2,100t/year of beef and 28 million liters/year of milk (25% of their purchases by 5 years after project end)	Goal Stays	Yes	Yes	Yes	Yes	Yes	**5,0 pts.**
	Volume of finance provided for ranching that is subject to criteria of environmental sustainability (including non-encroachment on natural ecosystems or tree-rich agroecosystems)	**Target area 1:** - $2.3 million disbursed to 540 producers covering 23,000ha **Target area 2:** - $2.0 million disbursed to 490 producers covering 21,000ha	Goal Stays	Yes	Yes	Little bit	Little bit	Little bit	**2,9 pts.**
TOTAL Score				3.0	3.0	1.6	1.6	1,6	**10.8**
.				100%	100%	53%	53%	53%.	**72%**

Outcomes – Indicators and Goals				Indicators and Goals regarding Outcome					
Outcomes	**Indicators**	**Prodoc Goals**	**PIR 2018 Goals**	**Specific**	**Measurable**	**Reachable**	**Realistic**	**Time**	**Technical Result**
Outcome 2. Multiple global environmental benefits (biodiversity conservation, reduced land degradation, reduced carbon emissions and increased carbon storage) are delivered in production landscapes in the	Increase in Knowledge, Attitude, Practices (KAP) indices (to be defined at project start) among target farmers (650 in Target Area 1 and 600 in Target Area 2)	To be determined at start up Initially determined: Silvopastoral Systems 73 Biodiversity 70 Carbon stock 89 Sustainable production 64 Value Chains 55 Green Markets 100 Financing 100 Average 79	The original total expected to be achieved in the two target areas was 750 ha of forest agroecosystems, the goal was reduced to 350 ha.	Yes	Yes	Yes	Yes	Medium	4.5 pts.
	Area of pastures in target areas converted to silvopastoral systems (SPS) with on-farm benefits (for habitat and connectivity in target	**Target area 1:** An estimated 3,741ha SSP in 650 target farms, (an increase of 3,174ha)	**Target area 1:** An estimated 1,850 hectares of SSP in 650 targeted farms**.**	Yes	Yes	Medium	Medium	Yes	4.0 pts.

humid broadleaved forest zone (Region 1) and the dry forest agroecosystem of the south and southwest (Region 2)	area 1 and sustainable land management in target area 2, and increased carbon content in both)	**Target area 2:** An estimated 3,703ha SSP in 600 target farms, covering 18,211ha (an increase of 3,147ha)	**Target area 2:** An estimated 700 hectares of SSP in 600 targeted farms.						
	Length of structurally and compositionally diverse live fences in 650 target farms of Target Area 1 in order to deliver BD connectivity benefits and generate productivity benefits for farmers	**Target area 1:** 967km (an increase of **376km**) **Target area 2:** 1,218km (an increase of **275km**)	Goal Stays	Yes	Yes	Medium	Medium	Medium	3.5 pts.
	Reduction in area of forests or tree rich agroecosystems outside of target farms directly or indirectly affected by expansion of ranching (through displacement, fattening or transhumance), due to insertion in sustainable value chains and improved governance conditions	**Target area 1:** Approximately 50ha/year of forest converted to pasture, resulting in avoided loss of 250ha of forest agroecosystem (net benefit of 32,250tC stock) over project lifetime **Target area 2:** Approximately 100ha/year of agroecosystem on hills converted to pasture due to displacement of ranching by commercial crops on lowlands, resulting in avoided loss of 500ha of agroecosystem (net benefit of 1,305tC stock) over project lifetime	The original total expected to be achieved in the two target areas was 750 ha of forest agroecosystems, the goal was reduced to 350 ha.	Yes	Yes	Yes	Yes	Yes	5.0 pts.
	Reduction in seasonal variations in milk production in target farms	**Target area 1:** 6% seasonal variation in milk production in 650 target farms **Target area 2:** 23% seasonal variation in milk production in 600 target farms	**Target area 1:** 15% seasonal variation in milk production in 650 target farms **Target area 2:** 23% seasonal variation in milk production on 600 target farms	Yes	Yes	Yes	Yes	Medium	4.5 pts.
	Increases in productivity of farms due to introduction of SPS	**Target area 1:** 2,066t/yr. of beef (an increase of 242t/year) and 22.5 million liters/yr. of milk (an increase of 3.5 million liters/year) in 650 target farms **Target area 2:** 1,602t/yr. of beef (an increase of 194t/yr.) and 18.5 million kg/yr. of milk (an increase of 2.9 million liters/yr.) in 600 target farms	Goal Stays	Yes	Yes	Medium	Medium	Medium	3.5 pts.
	Numbers of farms, by area, in the target areas that are meeting	**Target area 1** 200 farms covering 8,000ha	**Target area 1:** 80 farms covering 8,000 hectares	Yes	Yes	Medium	Little bit	Little bit	3.1 pts.

	criteria for insertion into sustainable value chains	**Target area 2** 125 farms covering 5,000ha	**Target area 2:** 66 farms covering 5,000 hectares					
	Amounts of beef and dairy products in target areas that area sold through sustainable value chains	**Target Area 1** 320t/year of beef and 3.5 million kg/year of milk **Target Area 2** 150t/year of beef and 1.8 million kg/year of milk	No changes to this goal were reported. Changed wording Indicator Amounts of meat and dairy products in target areas that are sold by project beneficiaries to different buyers	Yes	Yes	Little bit	Little bit	Little bit	2.9 pts.
	Reduction in the numbers of farmers using fire in target area 2	10% of the 600 target farmers use fire, over 135ha	30% of the 300 target farmers uses fire, on 135 hectares	Yes	Yes	Yes	Yes	Yes	5.0 pts.
	Area covered by municipal territorial land use plans that take into account considerations of landscape-wide sustainability of ranching landscapes	60% of both target areas	Goal Stays	Yes	Yes	Medium	Medium	Medium	3.5 pts.
TOTAL SCORE				10.0	10.0	6.8	6.6	6.1	**39.5**
PERCENTAGE OF POTENTIAL ACHIEVEMENT				100%	100%	68%	66%	61%	**79%**

Probability of Project Success given 1) Consistency between Results and Products and 2) Smart evaluation of the indicators and goals of the Outcomes. The two evaluations are each considered as a necessary condition for the achievement of the Components and Products, but have been weighted by the relative weight in the budget given by the GEF contribution: Result 1 17% and Result 2 83%. This means mathematically multiplying the possible success percentage of the two evaluations: 0.72 * 0.17 + 0.79 * 0.82 = 0.77	**77 %**

Annex 9: Matrix for Evaluating Progress in Results

Color code for the Evaluation of the Indicators	Green = Achieved	Yellow = Partially achieved	Red = Not achieved

OBJETIVE: To mainstream biodiversity conservation, sustainable land management and carbon sequestration objectives into production landscapes and sectors in humid broadleaved and dry zone agroecosystems									
PRODOC indicator	**Baseline Level**	**PRODOC goal**	**2018 PIR Revised Goal**	**Level reported in the PIR 2017**	**Level reported in the PIR 2018[62]**	**Level reported in the PIR 2019**	**Evaluation at the end of the project [63] 2019**	**Achievement Rating [64]**	**Valuation Justification**
Increases in assumed carbon sequestration (tCO2eq) in 650 target farms in Target Area 1 and 600 target farms of Target Area 2, due to introduction of SPS and more sustainable cropping systems Improvements in connectivity indices in Texiguat-Pico Pijol (T-PP) and Pico Pijol-Montaña de Yoro (PP-MY) corridors in Target area 1, covering 1,200km2. - Nearest neighbor index indicates distance between patches (low values are good for connectivity) - Juxtaposition index indicates homogeneity of distribution of vegetation patches throughout the landscape (high values are good for connectivity)	**Target Area 1:** 49,428 **Target Area 2:** 25,003 Nearest neighbor index for patches of woodland and fallow: - 27.0 in T-PP - 46.7 in PP-MY Juxtaposition index for patches of woodland and fallow: - 83.7 in T-PP 58.9 in PP-MY	Target Area 1: 80,118 Target Area 2: 41,623 Nearest neighbor index for patches of woodland and fallow: - 24.0 in T-PP - 42.0 in PP-MY Juxtaposition index for patches of woodland and fallow: - 90.0 in T-PP - 65.0 in PP-MY	Goal Stays Goal Stays Nearest neighbor index for patches of woodland and fallow: - 240 m T-PP - 420 m PP-MY	This indicator should be reported before the midterm external evaluation. A document to monitor biodiversity with the methodology was built to this area, as these indicators are to start measuring the next year with the actions implemented this year. An updated map of these areas was carried out to define the connectivity networks, where there has been progress in the formation of eight field schools and technical training to the facilitators of these schools. It has had a severe impact on the area by the effect of pine bark beetle, where this indicator would be updated. This indicator shall be reported before the midterm external evaluation. An	The indicators of connectivity in the corridors contemplated in projects T-PP and PP-MY, were calculated following the methodology described in the PRODOC, however, after the analysis was done, an inconsistency is verified in the units of measurement specified therein. Technically it has been verified that such values can only be represented at the percentage (%) level for the case of the Juxtaposition Index and in meters (m) or decameters (dm) for the nearest neighbor distance. Therefore, based on the methodology, it could be inferred that the metric considered as a target in the PRODOC for this index could refer to 240 m for the T-PP corridor and 420 m for the PP-MY corridor. The Texiguat - Pico Pijol corridor, has an area of 66,168.9 hectares, the analysis of coverage between 2014 and 2017 show an increase of 6% -8%, in the forest, agriculture and pasture classes.	The indicator was evaluated and the achievement is reported in the nearest neighbor index in the T-PP corridor, from 132.3 meters to 72.2 meters and in the PP-MY corridor from 130.7 meters in 2017 to 82.3 meters, reducing the distance between forest patches and improving connectivity. The T-PP juxtaposition index increased from 76.4% in 2014 to 62.8%, decreasing the adjacency probably due to a decrease in the conglomerate of forest patches. In the PP-MY corridor an increase of 58.5% was reported in 2017, 66% in 2019. It was reported in 2018 with the report of 1 jaguar in the Texiguat RVS, in addition to the presence of other	There have been minor deficiencies that have been overcome The measurement at the level of the 58 farms shows an achievement higher than the goals in terms of carbon sequestration in 47% for Goal area 1 and in 13% for Goal Area 2 . In the Indicator of connectivity indexes with the revised goal, it was also possible to overcome the distance from the closest neighbor in both corridors slightly. The juxtaposition index shows negative trends in Corridor 1 and positive trends in corridor 2, however the impact of the project work has necessarily been positive and this should be reflected in the near future. In 2017 and later in 2018 and 2019, the presence of the jaguar in the Texiguat	**5. Satisfactory (S):** There were only minor shortcomings.	The overall PRODOC goals for the objective are considered to have been achieved with minor shortcomings.

[62] The last 3 PIRs are reported: 2017, 2018 and 2019
[63] Color code
[64] Ratings assigned with the 6-point scale of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU)

Increased occurrence in Texiguat-Pico Pijol and Pico Pijol-Montaña de Yoro corridors of jaguars (*Panthera onca*), of importance for trophic conditions in neighbouring PAs Improvements in area-weighted Environmental Service Index (ESI) based on birds over 3,174ha in 650 farms of Target Area 1(see section IV part VII of Prodoc) Reductions in assumed soil erosion rates in 600 farms in Target Area 2, due to introduction of silvopastoral systems and more sustainable cropping systems (SPS)	Baseline values to be determined at project startup Year 0 0.9375 Yr. 0-1 (t/year) 384,019	Target values to be determined at project startup, Baseline values T-PP: 1 PP-MY: 0 Year 4: 1,3590 (Increase 0.4215) 214.800 Year 5 (t/year) Net reduction over year 2-5 (t) -203,061	Goal Stays Goal Stays IBSA goal: 0.864 Goal Stays	agreement with Panthera foundation was signed to lifting the baseline of Jaguar in Yoro Mountain, Wildlife Reserve Texiguat and Pico Pijol, in the region of Yoro, the agreement has a duration of 10 months and a report should be provided in 2017. The curricula of field schools in the target area contemplated within the curricula the importance of preserving the habitat of this species. This indicator would be reported before the midterm external evaluation. A methodological guide has been developed for the study of bird diversity in this target area. A study of the increased presence of birds in hedgerows sites it´s been developing in this zone of influence. 50% of the farms in the area have been selected where this indicator should be monitored by implementing good agriculture practices. This indicator should be reported before the midterm external evaluation as part of the midterm TT. To date there have been established and produced 17,300 forage, forest and pasture plants on 200 farms in the target	The index of the nearest neighbor went from 117.8 to 132.3 meters and the index of juxtaposition from 67.8% in 2014 to 76.4% in 2017. The Pico Pijol corridor - Montaña de Yoro has an area of 29,440.5 hectares, the coverage analysis reflects changes between 2014 to 2017 in the scrub to grass class from 6 to 7%. The nearest neighbor index went from 114.1 meters in 2014 to 130.7 in 2017, while the juxtaposition index went from 43.4% in 2014 to 58.5% in 2017. This data indicates greater intermingling between the different kinds of land use and forest patches. Providing a greater probability that the forest can be connected to the different land use classes. The results obtained in 2017 for both corridors (1 = 132 and 2 = 130,7), are well below the goal established for the 5th year of the project, of 240 meters and 420 meters respectively, which is logical since Forest plantations by planting age are not yet reflected in a spatial analysis, however, it is worth noting increases in these values in relation to 2014 measurements under this new calculation. The presence of jaguars was reported in the Texiguat Wildlife Refuge (in the last chamber trap). Additionally, the study found presence of prey species such as Puma concolor, Leopardus pardalis, Leopardus wiedii and Puma yagouaroundi, demonstrating the ecological integrity of the area and the benefits of the Silvopastoral Systems (SPS)	associated species. In the year 2019, the timely sighting of the same jaguar in the area is reported, which demonstrates the ecological integrity of the area and the benefits of Silvopastoral Systems (SPS) that promote biological correctors. National regulations for the conservation of this species were strengthened with the approval and publication of the National Jaguar Monitoring Protocol in the official La Gaceta. Was achieved The highest value of IBSA was presented in the secondary forest with values of 1.31, followed by Pastura improved with trees with 1.24 and live fences with 0.95. The land use that presented the lowest value in the IBSA was natural grassless grass with 0.09. The weighted IBSA was determined to assess the impact of the project in this case, the increase in conservation value is 50%. During the study, 112 species of birds were reported, of which 34 are migratory. This indicator would be measured in the	Wildlife Refuge was reported and the National Jaguar Monitoring Protocol was approved, approved and validated by the National Biological Monitoring Table and was made official by the ICF in 2019 in the official newspaper. The results of the IBSA goal (PIR 2018) are very positive with a conservation value between 4 and 52% higher than the goal. The erosion indicator was not measured. However, the project actions must necessarily have contained and reduced erosion rates in the area.		

				area 2. In coordination with strategic partners we are producing 77,600 silvopastoral and frutal plants for biodiversity conservation, livestock feed, carbon sequestration, so as to reduce the rate of erosion in the areas of influence, to whom the project has been endowed with silvo pastoril species to produce these plants for many others farmers. Good farming practices manuals have been developed and validated in the different targets areas to provide to beneficiaries. This indicator would be reported before the midterm external evaluation. In coordination with strategic partners we are producing seedlings for the establishment of 77,600 species in the area of project intervention for carbon sequestration. A proposed methodology for estimated carbon stock in tree biomass and soil it´s been developed to measurement carbon through permanent plots. To date we have defined the farms where silvo pastoral systems could be	that promote biological corridors. The National Protocol for Monitoring the Jaguar was prepared and approved by the National Biological Monitoring Board for its official approval by the ICF. Signature of Agreement between MiAmbiente, LACTHOSA, FENAGH and Panthera Foundation, to support the resolution of conflicts between the jaguar and farmers. To continue supporting activities to monitor the jaguar, Lacthosa provided a donation to the Panthera Foundation of 2.0 million Lempiras. This index was based on the calculation of the IBSA (Index of Environmental Service for Biodiversity) of the baseline, using the number of individual of tree per hectare as the variable of the forest cover. The highest value of the IBSA was presented in the secondary forest with values of 1.31 in the IBSA, followed by Pastura improved with trees with 1.24 and live fences with 0.95. The land use that presented the lowest value in the IBSA was the natural pasture without trees with 0.09. The weighted IBSA was determined to evaluate the impact of the project on a livestock farm that has participated in field schools, where changes in land use contribute to increasing the conservation value of biodiversity. When developing the land use changes in the farm, we can see that the increase of silvopastoral systems	last semester of the year, during the rainy period in the target area 2 and would be reported at the end of the project for the terminal evaluation. Indicator achieved. The highest value of carbon stock is found in broadleaf forests, this result is explained because forest areas have a greater range of DAP and height. The gas balance and carbon footprint show a variation between 4 and 8 kg of CO2e / kg of milk produced in the two project areas. For meat, the carbon footprint values are 58 - 120 kg CO2e / kg, which are similar to those recorded in other studies in Central America.			

				inserted in 600 ha this year, as well as the production thereof, advancing to date in the insertion of approximately 409 ha in the different areas and 74 Km of living fences.	(improved Pastures with scattered trees in paddocks) and the management of the pastures, manages to increase the conservation value of the biodiversity in the farm. In this case the increase in the conservation value is of 50%. IBSA weighted Baseline: 0.313 (degraded pastures) IBSA weighted Monitoring: 0.864 (introduction of improved pastures and silvopastoral systems During the study, 112 bird species were reported, among which 34 are migratory. This indicator has not been measured to date. It is planned at the end of the project before the terminal evaluation, since the age of plantations is unlikely to reflect positive changes in erosion rates, so this type of indicators is usually measured at the end of interventions. From the carbon study, the same sampling sites were selected and would serve to sample the erosion rate in the target area 2. The indicator was analyzed based on farms with a total average area of 40.2 hectares, of which 70% are for pastures and forage banks, 22% for forests, 7% for crops and 1% for infrastructure. To date, the values that have been measured are at carbon stock level, as expressed in: Target area 1 118, 123.11 tCO2eq/year. Target area 2 54,793.9 tCO2eq/year				

					The carbon stored values in the different land uses in the three sites are related to the degree of structural complexity presented by the forests and the management of the tree cover present in both improved and naturalized pastures. In general, the highest value was found in broadleaf forests, this result is explained, because forest areas have a higher range of DAP and height. The gas balance and carbon footprint showed a variation between 4 to 8 kg CO2e/kg of milk produced in the two project areas. The biggest contributor to the carbon footprint is related to the type of food that producers provide to animals. While the carbon footprint values for meat 58 - 120 kg CO2e/kg of meat, have been similar to those recorded in other studies in Central America. The study was carried out in 58 farms distributed in the three areas of project 11 in Choluteca (target area 2), 22 in Yoro and 25 in Olancho (target area 1)				

Outcome 1: Favorable enabling conditions (policies, markets and finance) exist for delivering multiple global environmental benefits in managed landscapes									
PRODOC indicator	**Baseline Level**	**PRODOC goal**	**2018 PIR Revised Goal**	**Level reported in the PIR 2017**	**Level reported in the PIR 2018**	**Level reported in the PIR 2019**	**Evaluation at the end of the project [65] 2019**	**Achievement Rating [66]**	**Valuation Justification**
Percentage of beef and milk purchases of retailers and exporters that are subject to environmental sustainability criteria	0%	20% of beef and milk products (1,700t/year of beef and 22 million liters/year of milk)	20% of the production of the intervened farms advance with environmental sustainability criteria	This indicator should be measured in 2018. The environmental sustainability criteria is proposing by CATIE in order to establish a national certification mechanism. Following that, a socialization process should be carried out with the main companies purchasing the meat and milk products to reach agreements for the purchase and sale of products that meet these environmental sustainability criteria.	**Target area 1:** A 16% increase in the sale of meat for the year 2018 is reported (data from the Olancho region) **Target area 2:** A 7.2% is reported in the sale of meat for the year 2018, in relation to 2016 there was an increase in sales of 9.8, considering that this increase is product of sustainable livestock, however, there is still no political and market environment for differentiated purchase of these products. In surveys carried out with producers in target area 2, Choluteca and Valle, 12% of the surveyed producers comply in a certain way with criteria of environmental sustainability, where they implement good livestock and environmental practices, allocating good areas of their farms for forests, management of manure, they plant live fences and timber and fruit trees annually, however in Honduras there is not a consumer market for livestock products with criteria of environmental sustainability and a National Program that encourages sustainable livestock and a campaign for the acquisition of the products generated; Therefore, work is being done to reactivate the National Sustainable Livestock Platform for political advocacy. Some actions associated with this indicator can be: Through the field schools, training has been provided to 650 producers on environmental sustainability criteria, preparing them through a knowledge management program towards sustainable livestock, which allows them to expand market opportunities and receive incentives once the country adopts these policies. Development of three forums on business development and a Milk Congress, involving 40 farmers associations Legalization of 20 livestock organizations to which their legal person was managed and approved, considering the organization as the first inclusive business link and market opening. Mobilization of resources unto HEIFER, who have committed to contribute 50% of the cost of the National Study of the Meat and Milk Value Chain to	It was not measured, but there is a possible scenario to strengthen this indicator given in the target area 1 there is an increase in milk production delivered by 6 creeds of 3.4 Million liters of milk during the period of 2019. Meat production is maintained in the data reference in 2018. In the target area 2 production is maintained in 9.8% in the sale of meat for the year 2018. An agreement has been signed with the South DEIT program (12 years) for the consolidation of the chain at national and international level. An agreement letter has been signed with HEIFER, for the development of the National Study of the Meat and Milk Value Chain that could provide data closer to the reality of the areas. Efforts for the reactivation of the National Sustainable Livestock Platform continue.	PRODOC's goal involved having more and more extensive areas of intervention to achieve that impact. For its part, the 2018 PIR goal is a very undemanding goal, with little significant impact in the areas of intervention. There are no direct records that show exactly the fulfillment of the goal; however, the reports and the reports of the interviews carried out allow us to point out that the goal that the ranchers manage their farms with criteria of environmental sustainability is long exceeded. The problem is that the indicator linked production to market marketing chains (export is even mentioned) in which there is no significant evidence.	**3 Moderately Unsatisfactory (MU)**	During all its years of operation, the project promoted the Sustainable Livestock Roundtable, with which the framework of incidences on policies from the public and private sector could be generated, which could not be achieved. It may be continued and even FAO is currently working on this issue, however the probability of success is complex. For its part, the project gave impetus to local and regional livestock organizations, which can be of great importance for the future of policies and actions on the subject.

[65] Color code
[66] Ratings assigned with the 6-point scale of progress in achieving results: 6 Highly Satisfactory (HS), 5 Satisfactory (S), 4 Moderately Satisfactory (MS), 3 Moderately Unsatisfactory (MU), 2 Unsatisfactory (U), 1 Highly Unsatisfactory (HU)

					be carried out by the project, as a basic tool for the increase of meat and milk acquisitions in order to know the components of the chain and establish the business model. Sustainable actions over time to make decisions in this indicator require a governance process in the livestock sector, which supported the reactivation of the National Platform for Sustainable Livestock (integrated by the government sector, private enterprise and academy), and with the support of an inter-institutional team, it was formulated and submitted to the Council of Ministers for its legal approval (under process of approval and official publication), and the three Regional Boards on Sustainable Livestock continue to be strengthened, having formulated their strategic action plans				
Volume of beef and milk purchases to which retailers and exporters have committed (through private sector policies, publications and written agreements) to apply environmental sustainability criteria by 5 years following the end of the project	0 (Walmart has made general commitments to support small farmers and sustainable agriculture in Central America)	Retailers and exporters have committed through publications and written agreements to applying environmental sustainability criteria to 2,100t/year of beef and 28 million liters/year of milk (25% of their purchases by 5 years after project end)	Goal Stays	This indicator should be measured in 2018. The environmental sustainability criteria is proposing by CATIE in order to establish a national certification mechanism. Following that, a socialization process should be carried out with the main companies purchasing the meat and milk products to reach agreements for the purchase and sale of products that meet these environmental sustainability criteria. However, informal agreements with some	The proxy indicators methodology was finalized, which includes principles, criteria and indicators of environmental sustainability, with the application of this tool, producers should be able to demonstrate the good practices they carry out and agree on purchase commitments with meat and milk processing companies once the country adopts these political decisions. In order to establish market commitments, the project makes arrangements with the private enterprise sector (with LACHTOSA and El Corral) under an inclusive business model and their links with financing agencies. COSUDE should provide follow up on these initiatives for the acquisition of products from sustainable livestock, adopting the experiences and tools that the project has generated, mainly in target area 2 of the project. In order to develop a solid experience, it was agreed to undertake a Business Development Program, oriented to 6 CRELES (150 producers), 2 in target area 2 and 4 in target area 1, with whom an inclusive business model is to be developed that entails the component of environmental sustainability, Business Development Centers (CDE-MiPYMES (SMES)) would join this initiative as strategic partners. Linked to this experience to reduce market risks, letters of intent to purchase (unto LACHTOSA) should be processed for 6 CRELES, as a requirement established by the financial agencies, with whom we are working on a financial product that evidences the implementation of environmental sustainability practices. Other associated activities to improve aspects of productivity are: Under the leadership of the SAG and with the support of the project, an alliance was made with the Texas	The indicator has not been achieved but a scenario that approaches the goal is consolidated with the development of technical instruments that include indicators of environmental sustainability, strategic alliances to establish market commitments in the target area 2 through the signing of an agreement volunteer between MiAmbiente+ and the DEIT Sur Program. In implementation letter agreement with CDE-MYPIMES for the development of a Supplier Development Program that includes the strengthening of 6 CRELES for the establishment of an inclusive business model that includes the environmental sustainability variable. The cattle herd is improved with the birth of 35 cows of the Holstein, Gyr, Jersey and Swiss brown	This goal was not achieved and the concrete evidence is insignificant. A study of the value chain and the meat and milk market that is soon to be delivered was carried out, which can be a valuable contribution to directing the activities of the projects that are in line with the project's continuity. Progress towards a certification process (a necessary condition for export and to give certainty to important buyers) is in very early stages. It is required to previously define a national standard of sustainable livestock, based on the experiences of the region.	2. Unsatisfactory (U):	This goal was clearly and is very ambitious and could be seen early with a macroeconomic analysis, however it was not largely questioned and it was not finally adjusted. Only in the closing report it is stated that the issue should be reviewed because it depends on many factors external to the project. It is not classified as highly unsatisfactory precisely because the indicator is considered too demanding for the production structure, but it is a major mistake not to have

				companies (milk processing plants and meat in Olancho and Choluteca) for the purchase of products from the farms supported by the project.	Tech University, for genetic improvement (for volume increase), import of the Angus breed (62 heads in total, 11 for project beneficiaries). In addition, a letter of intent is being signed with EMGAHSA and CORRAL, which expresses interest in the purchase of meat products from farms with criteria of environmental sustainability. It was supported with three thermos of bovine insemination and 720 straws of different breeds, in order to improve productivity levels in the beneficiaries of the project, which has strengthened the three regional Boards of sustainable livestock, who provide maintenance and administration of said equipment.	breeds product of the artificial insemination carried out with inputs provided by the project.			questioned it early.
Volume of finance provided for ranching that is subject to criteria of environmental sustainability (including non-encroachment on natural ecosystems or tree-rich agroecosystems)	0	Target area 1: - $2.3 million disbursed to 540 producers covering 23,000ha Target area 2: - $2.0 million disbursed to 490 producers covering 21,000ha	Goal Stays	In Target Area 2 the project has facilitated a $500,000 loan from BANRURAL. Workshop of socialization of the proposed Green credit and sustainable Investment (4 models of producers) plan, using the mechanism of green credit, proposed by the project. Benefiting 60 producers. It is locking together with the MiAmbiente+, SAG, FENAGH and BANRURAL in the analysis of 20 initiatives of credit for the benefit to the producers of the area goal 2. To finance an average of $500,000.00 incorporating environmental	Although it has not yet been possible to establish an incentive model for livestock through a credit line, the project seeks to facilitate access to financing for producers, as an incentive mechanism, with the incorporation of good practices, for this purpose. Some advances and associated activities are reported such as: Target area 1: Procedures unto PROCELACH (trust managed by the SAG through Banco de Occidente) to socialize the financing scheme with 21 producers, managing to finance two Yoro producers (1.2 million Lempiras approximately US $ 51 thousand). A program was developed to strengthen the organizational and business capacities of producers to successfully insert themselves in the value chain, encourage the development of productive alliances and linkages between producers and private companies and identify market niches for products from sustainable livestock A Business Development Center was established in Yoro, with whom coordination is carried out to improve the conditions of access to financing by producers Target area 2: Approval of 11 soft credits, L.5,0000,000.00 (212,000 USD) were disbursed in credits to 11 producers in the southern region of Honduras from the different livestock associations through CDE-MIPYME and BanRural. Due to the post-electoral crisis, 126 loan applications and 20 loan applications were pending from the association of San Marcos de Colón, Choluteca. There is an intention to sign agreements between MiAmbiente+, UNDP and BanRural to finance 6 CRELES (4 in target area 1 and 2 in target area 2, for a total of 150 producers) with credit initiatives incorporating criteria of environmental sustainability. In addition, negotiations are made with LACTHOSA to obtain letters of intent to purchase, as a	It has not been achieved, however, its scope is projected through the alliance with the Business Development Centers that are in the goal areas 1 and 2, with which there is an Entrepreneurs Development Program that includes the development of business assessments and self-diagnoses. In the goal area 1, FENACH advances granted loan to 3 ECAS member producers and the Livestock Bureau at the agricultural machinery fair for the purchase of irrigation water pump and a grass chopper for L. 300,000.00 ($ 12,148). In target area 2, financing is reported via credit through BANPROBI for L. 20,000,000.00 (USD $ 811, 359.00), managed by livestock sector in the southern zone, as an incentive to producers affected by the prevailing drought in the zone.	This goal had little significant performance and could only demonstrate that the financial market is not willing to risk working with this sector. Guarantee and guarantee funds are a path that was started to be explored and with which it is possible to have some degree of success in the future depending on the design and the maturity and confidence that the financial system acquires. The country, through the national bank for production and housing, has managed to expand the supply of financing and guarantee funds for other value chains (coffee) and possibly in the future serve the livestock chain.	2. Unsatisfactory (U):	This topic is very relevant, however it requires a process and planning of work over several years. In this matter, the project was very ambitious and should have been articulated with institutions that are specialists in the financial field such as the IDB and have developed green financial products in many countries in Latin America and the Caribbean.

				sustainability criteria. During 2017 the goal is to sign a letter of agreement from the public or private banking entity interested in conducting credit (at least 100 producers) and this Project.	requirement established by the financial agencies and in this way reduce market risks.				

Outcome 2. Multiple global environmental benefits (biodiversity conservation, reduced land degradation, reduced carbon emissions and increased carbon storage) are delivered in production landscapes in the humid broadleaved forest zone (Region 1) and the dry forest agroecosystem of the south and southwest (Region 2)									
PRODOC indicator	**Baseline Level**	**PRODOC goal**	**2018 PIR Revised Goal**	**Level reported in the PIR 2017**	**Level reported in the PIR 2018**	**Level reported in the PIR 2019**	**Evaluation at the end of the project [67] 2019**	**Achievement Rating [68]**	**Valuation Justification**
Increase in Knowledge, Attitude, Practices (KAP) indices (to be defined at project start) among target farmers (650 in Target Area 1 and 600 in Target Area 2)	Baseline values to be determined at project startup	To be determined at start up Initially determined: Silvopastoral Systems 73 Biodiversity 70 Carbon stock 89 Sustainable production 64 Value Chains 55 Green Markets 100 Financing 100 Average 79	Goal Stays	The initial KAP study was finalized considering 7 areas of analysis that allowed to identify the baseline level and the target level. At the end of the project, the KAP study has to be applied again in order to verify the impact of training and technical assistance. The 7 areas considered are as follows: 1. Silvopastoral Systems 2. Biodiversity and connectivity 3. Carbon reserve (Climate Change) 4. Sustainable production 5. Value chains 6. Green Markets 7. Financing 22 field schools have been established in areas of the project with the 660 beneficiaries, 12% are	According to the study carried out, a general average of 50% was defined and a projection of 79% in the final value of the project was proposed. This goal is advanced by counting to date with 23 field schools (the number 23 was integrated only with women, in the Olancho area) that receive assistance in the areas determined in the baseline, with 257 workshops, three sustainable livestock forums and three business development forums: Target area 1: 183 workshops given to 14 field schools with 380 producers (180 in northwest Olancho and 200 in Yoro), an average of 27 participants per workshop.	According to the terminal evaluation, the indicator is close to the established target (79%) with a general average of the CAP of 63%. The target value was reached in the SSP areas with 73%, biodiversity 70%, sustainable production 74% and value chains 80%; The carbon reserve area reached 65%, green markets 15% and 66% financing, approaching the goal. These problems are being addressed in the last semester of the project with the commercial advice of the CDE MYPIMES.	The values achieved are equal to or greater than the goals in the areas of silvo pastoral systems, Biodiversity, Sustainable Production and Value Chains and are not achieved especially in the case of Green Markets and financing. The results and the field interviews allow us to endorse the change proposal and the	**5. Satisfactory (S): There were only minor shortcomings.**	The training and internship work in the areas was very well developed; however, the small farmer sector is very precarious, which implies considering that in the medium term there may be sustainability risks.

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				women, through which different topics have been given to date such as: application of veterinary medicines, diseases of cattle, planting of grasses and forages, settlement management and pasture forage, preventive veterinary, animal welfare and good practices of milking production of silage, the curriculum is built around the best practices to be implemented in the project. To date 80 workshops have been developed in the field school: 50 workshops of field in the 1 goal area schools 30 workshops in field in the objective 2 area school.	Target area 2: 72 workshops given in 8 field schools with 180 producers In addition, other knowledge management spaces were carried out among them:-Three sustainable livestock forums with the participation of 150 producers beneficiaries of the project and public and private institutions related to the livestock sector and institutions linked to biodiversity -A milk congress with 250 participants -Three business development forums were held in each target area of the project, involving 40 livestock associations representing at least 800 producers		importance of the technical assistance methodology in this economic sector. The project managed to connect producers with the Business Development Centers, ensuring much-needed technical support in management for the sector. The unsuccessful issues respond to more structural problems in Honduras and mean longer-term jobs.		
Area of pastures in target areas converted to silvo pastoral systems (SPS) with on-farm benefits (for habitat and connectivity in target area 1 and sustainable land management in target area 2, and increased carbon content in both)	Target area 1: An estimated 567ha SSP in 650 target farms Target area 2: An estimated 556ha SSP in 600 target farms, covering 18,211ha	Target area 1: An estimated 3,741ha SSP in 650 target farms, (an increase of 3,174ha) Target area 2: An estimated 3,703ha SSP in 600 target farms, covering 18,211ha (an increase of 3,147ha)	Target area 1: An estimated 1,850 hectares of SSP in 650 targeted farms. Target area 2: An estimated 700 hectares of SSP in 600 targeted farms.	Target Area 1: 190 ha (6% of the target level); Target Area 2: 300 ha (10% of the target level). To date it has been established with approximately 490 ha with forest, silvopastoral and fruits systems. In coordination with the Forest Conservation Institute we are producing 100,000 seedlings for insertion into the farms served by the project. Establishment of 10 permanent nurseries (community 9 / 1 in MiAmbiente+) in the area of distribution of the farms to increase plant	To date it has been established with approximately 2,321.4 ha with forest, silvopastoral and fruits systems. In coordination with institutional partners we have been produced 280,000 seedlings for insertion into the farms served by the project. Target Area 1: 1,731 ha (802.5 ha Olancho, 928.5 ha Yoro); Target Area 2: 590.4 ha	it was achieved and have been established 3,152.4 ha with forest, silvopastoral and fruits systems. In coordination with institutional partners we have produced 320 kg seedlings for insertion into the farms served by the project. Target Area 1: 2,073 ha (907 ha in Olancho, 1,169 ha in Yoro); Target Area 2: 1076.4 ha	The farms supported by the project have a management under the principles of silvo pastoral systems with a different intensity among them. With the change of goals, the goal in area 1 was exceeded by 12% and the goal in area 2 by 54%. A total of 3,152 ha of silvo pastoral systems was achieved.	**6: Highly Satisfactory (HS):** The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency	The achievement is very significant, especially since farm owners are very proud of what they have achieved and have integrated it into their way of life.

				production and its insertion in Silvopastoral systems. In the objective 2 area should begin with the inclusion of Silvopastoral Systems, for the rainy season to ensure the feasibility of the inclusion of systems, demonstration plots with pastures in 75 farms should be established Both areas goals has been established in a germplasm bank of pasture improved in coordination with the Academy			The achievement is very significant, especially since farm owners are very proud of what they have achieved and have integrated it into their way of life.		
Length of structurally and compositionally diverse live fences in 650 target farms of Target Area 1 in order to deliver BD connectivity benefits and generate productivity benefits for farmers Length of structurally and compositionally diverse live fences in 600 target farms of Target Area 2 to generate productivity benefits for farmers	591km (estimate, to be confirmed at project start) 943km (estimate, to be confirmed to project start)	**Target area 1:** 967km (an increase of 376km) **Target area 2:** 1,218km (an increase of 275km)	Goal Stays	To date madreado cuttings using as live fences have been established in the project farms target area 2 covering approximately 32 km of lineal live fences at day. In the area target 2 would begin with the inclusion of Silvopastoral systems including hedgerows in the month of August, for the rainy season to ensure the feasibility of the inclusion of systems.	In target area 1, 428 Kilometers of live fences have been established in 300 beneficiary farms (Olancho: 127 km and Yoro: 301 km) In target area 2, 131.8 Kilometers of live fences have been established in 300 beneficiary farms Coordinates with ICF to expand coverage with support from local nurseries.	it was achieved and have been established 512 Kilometers of live fences in 300 beneficiary farms is reported (Olancho: 127 km and Yoro: 301 Km). The indicator was not achieved due to the impact of the “El Niño” phenomenon and the length of the drought period, but it was established 139.8 kilometers of live fences have been established in 300 beneficiary farms. Coordination with ICF continues for the facilitation of 2000 timber plants for ECA producers.	Although the achievement achieved in goal area 1 is 61% of the goal (589 km from a goal of 967km) and in target area 2 it is only 9% of the target, the replacement by live fences requires several years to be able to effectively see the benefits that are basically cost reduction. In goal area 2 the results are also explained by prolonged droughts. The farmers interviewed say that they like the idea very much and want to continue implementing it.	**4: Moderately Satisfactory (MS):**there were moderate Shortcomings	Farm owners are believed to have adopted this type of work, but it is a slow process to achieve, with cost reduction benefits that are not immediate.

Reduction in area of forests or tree rich agroecosystems outside of target farms directly or indirectly affected by expansion of ranching (through displacement, fattening or transhumance), due to insertion in sustainable value chains and improved governance conditions	Target area 1 Approximately 100ha/year of forest (with 130tC/ha) converted to pasture (with 1tC/ha), resulting in loss of 64,500tC stock over project lifetime Target area 2 Approximately 200ha/year of agroecosystem on hills (with 3.6tC/ha) converted to pasture (with 1tC/ha) due to displacement of ranching by commercial crops on lowlands, resulting in loss of 2,610tC stock over project lifetime	Target area 1: Approximately 50ha/year of forest converted to pasture, resulting in avoided loss of 250ha of forest agroecosystem (net benefit of 32,250tC stock) over project lifetime Target area 2: Approximately 100ha/year of agroecosystem on hills converted to pasture due to displacement of ranching by commercial crops on lowlands, resulting in avoided loss of 500ha of agroecosystem (net benefit of 1,305tC stock) over project lifetime	The original total expected to be achieved in the two target areas was 750 ha of forest agroecosystems, the goal was reduced to 350 ha.	In the target area 1, 52 has of forest in the basin of the Machigua River has been recovered. With regards to target area 2, negotiations are being conducted with producers to initiate the release of areas using some incentives that include the provision of inputs for the establishment of improved pastures. These incentives are also being implemented in the target area 1	Target area 1: 135 hectares released, in addition, negotiations are being made with other producers expecting to accumulate 190 hectares by the end of the year Target area 2: 242.5 hectares released (formerly with extensive livestock) Negotiations are being conducted with producers to initiate the release of others hectares using some incentives that include the provision of inputs for the establishment of improved pastures.	it was achieved and have been established Target area 1: 320 hectares released Target area 2: 447.5 hectares released to become guamil and later forest. Additionally, 3 workshops were held to socialize the procedures, requirements and opportunities for the establishment of Private Natural Reserves as an additional value to their farms within the framework of the National System of Protected Areas of Honduras. These workshops were conducted in coordination with the Forest Conservation Institute (ICF) and the Honduran Private Reserves Network (RENAHP).	In total, 1,014.5 hectares were released in the two project target areas, exceeding the original project goal by 35%. Farmers well understood the need especially due to concern for water and the preservation of natural basins. As a direct effect of the experiences, extensive cattle ranching was reduced and various forms of conservation of natural areas intended for forest recovery could be assumed.	**6:Highly Satisfactory (HS):** The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency	There is a great awareness among farmers who implemented this measure of its importance to preserve local ecosystems.
Reduction in seasonal variations in milk production in target farms	Target area 1: 13% seasonal variation in milk production in 650 target farms Target area 2: 41% seasonal variation in milk production in 600 target farms	Target area 1: 6% seasonal variation in milk production in 650 target farms Target area 2: 23% seasonal variation in milk production in 600 target farms	Target area 1: 15% seasonal variation in milk production in 650 target farms Target area 2: 23% seasonal variation in milk production on 600 target farms	This indicator has not been measured to date and is expected to do so by mid-2018. Skills are being developed to farmers on nutritional block, fodder banks to decrease milk production variation. Breeding with breeds adapted to the conditions of each zone, to minimize the variability, Also, the project is supporting the improvement of livestock genetics to increase production volume.	Target area 1: The variation percentage of milk production was reduced from 25% in 2016 to 17% in 2018 for the Olancho area; obtaining a reduction of the variation percentage of milk production of 8% in 300 farms. For the Yoro area, based on a sample of 47 producers, the variation was reduced by 22%, and significant improvements were also reported in milk production per cow (an increase in average production of 4 liters/cow/day to 6.8). liters/cow/day)	The percentage of variation in the target area 1 is maintained, milk production was reduced from 25% in 2016 to 17% in 2018 for the Olancho area; obtaining a reduction in the percentage of milk production variation of 8% in 300 farms. For the Yoro area based on a sample of 47 producers, the variation was reduced by 22%, in addition significant improvements in milk production per cow	The reduction goals in the two target areas were achieved and especially in area 2. These goals have variations from year to year, however the trend is positively decreasing in both areas. The reports also point to important improvements in milk production per	**6:Highly Satisfactory (HS):** The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency	It is expected that these trends continue to occur due to the benefits it has had for ranchers, however the trend will be decreasing due to its artisanal livestock management system.

					Target area 2: The variation percentage of milk production was reduced from 40.1% in 2016 to 34.0% in 2018; obtaining a reduction of the variation percentage of milk production of 6.1% in 350 farms As associated activities, 22 field schools have been trained in nutritional issues, food storage and incorporation of improved pastures, promoting greater resilience that reduces production variations. Genetic improvement initiatives have been supported with incentives such as 720 straws and three insemination thermos and three bovine insemination thermos, which are administered through the regional boards of sustainable livestock	(an average production increase of 4 liters / cow / day to 6.8 are reported) liters / cow / day) Target area 2, The percentage of milk production variation decreased from 40.1% in 2016 to 34.0% in 2018; obtaining a reduction in the percentage of milk production variation of 6.1% in 350 farms. A slight decrease is reported during the year due to the effects of climate change, with a drought period of up to 7 months in the southern region, and another period of drought between winter that is called cannula expanding to more than 2 months. Despite these phenomena, livestock activity in the region is maintained with an average production of 6 Lts / cow / day. Having also producers with excellent stable productions throughout the year integrated in the Patagonia CREL with an average production of up to 16 Lts / cow / day	cow that account for the proper introduction of good agricultural practices on farms, especially in food storage, improved pastures and other nutritional issues. The improvement in milk production should continue to occur in the future due to the birth of improved breeds through artificial insemination achieved with the support of the project.		
Increases in productivity of farms due to introduction of SPS	Target area 1: 1,824t/yr of beef and 19 million litres/yr of milk in 650 target farms,	Target area 1: 2,066t/yr of beef (an increase of 242t/year) and 22.5 million litres/yr of	Goal Stays	This indicator should be measured in mid-2018.	Target area 1: An increase of 0.77 million litres/yr of milk in 380 target farms. Specifically for the Yoro area, based	The indicator was not evaluated, the reported increase is maintained. Target area 1:	The reports are partial and the measurements are clearly	**4: Moderately Satisfactory (MS):** there were moderate Shortcomings	The great acceptance of the technologies introduced by

	Target area 2: 1,408t/yr of beef and 15.6 million t/yr of milk in 600 target farms	milk (an increase of 3.5 million litres/year) in 650 target farms Target area 2: 1,602t/yr of beef (an increase of 194t/yr) and 18.5 million kg/yr of milk (an increase of 2.9 million litres/yr) in 600 target farms			on a sample of 47 producers, the yields of milk production per cow have increased by 41.4%, however, the overall increase is small, given that the number of dairy cows per producer decreased from 0.04 to 3.34 (a 66% reduction) this may be due to a change of purpose of the livestock in said area. The values include data from 48 producers of Olancho, where livestock has a purpose more oriented to the production of meat As confirmed by the MTR, according to interviews with producers, it is estimated qualitatively that there is greater production of meat and milk thanks to the training provided to field schools and the incorporation of SPS Target area 2: An increase of 2.3 million litres/yr of milk in 350 target farms Based on a sampling of 16% of the producers and weighted to 350 farms, a production of 7.2 million milk was obtained in 2016 and a production of 9.5 million milk For both project target areas, a census is currently conducted to obtain the accurate data of increase in meat productivity	An increase of 0.77 million litres/yr of milk in 380 target farms. Specifically for the Yoro area, based on a sample of 47 producers, the yields of milk production per cow have increased by 41.4%, however, the overall increase is small, given that the number of dairy cows per producer decreased from 0.04 to 3.34 (a 66% reduction) this may be due to a change of purpose of the livestock in said area. Target area 2: An increase of 2.3 million litres/yr of milk in 350 target farms Based on a sampling of 16% of the producers and weighted to 350 farms, a production of 7.2 million milk was obtained in 2016 and a production of 9.5 million milk. The indicator must be reported in the terminal evaluation with greater precision given that a study of the national livestock chain is carried out through an agreement letter with HEIFER.	not comparable (different samples). Measurement data does not clearly account for whether or not goals are met. Training and field schools should show an improvement in productivity but it was not measured clearly. It is considered in the same way that the indicator of Reduction of seasonal variations in milk production is a proxy indicator of improvement in farm productivity, which is very positive. Therefore, it is rated as moderately satisfactory due to the poor monitoring of this indicator.		the ECAs and the continuity of other projects in these topics allow predicting a certain degree of sustainability, but improving productivity is a permanent task and is limited to scale. A weakness in the project is considered to be the failure to monitor this indicator.
Reduction in the numbers of farmers using fire in target area 2	70% of the 600 target farmers use fire, over 950ha/year	10% of the 600 target farmers use fire, over 135ha	30% of the 300 target farmers uses fire, on 135 hectares	It should be measured in 2018. However, for objective area 2, 2 municipal policies (2 project municipalities) have been	Of the producers assisted in target area 2, 10% have eliminated the practice of fire, the rest continues to use fire, however, sensitization processes	The indicator has been achieved. Of the producers assisted in target area 2, 10% have eliminated the practice of fire, the rest	The updated goal was met by signing agreements with more than 300 producers	**6:Highly Satisfactory (HS):** The project had no shortcomings	It is estimated that there is a great understanding of the need to eliminate the

				approved to prohibit the use of fire for agricultural activities. A good practice manual on livestock has been developed that includes fire management for farmers. Coordination has been established with local authorities (6 municipalities) to adopt local policies to regulate the use of fire. The bad practice of using fire for cleaning 70% grazing lands where the interference of the project has been complementary in objective area 2, since it affects a regional development plan for the Gulf of Fonseca region. The reduction of this bad practice has been the product of the simplification of livestock through the capacity development spaces implemented by the Project.	have decreased its frequency. 165 agreements have been signed with producers for the non-use of fire in their plots Following the Land Management Plans, the elaboration of municipal ordinances is promoted to adopt local policies for the regulation of the use of fire. 5 of the 8 municipalities in the target area incorporated into their territorial management plans the product of municipal environmental action plans that utilize fire control measures.	continues to use fire, however, sensitization processes have decreased its frequency. 165 agreements have been signed with producers for the non-use of fire in their plots Following the Land Management Plans, the elaboration of municipal ordinances is promoted to adopt local policies for the regulation of the use of fire. 5 of the 8 municipalities in the target area incorporated into their territorial management plans the product of municipal environmental action plans that utilize fire control measures.	for the non-use of fire on their plots and it was found that 17.5% of producers use fire on 1,320 hectares. It is also important to note that the municipal plans carried out include follow-up measures for fire control.	in the achievement of its objectives in terms of relevance, effectiveness, or efficiency	use of fire, the agreements are a compromise mechanism and the activities of the projects that would give continuity and sustainability in the project's target areas.
Numbers of farms, by area, in the target areas that are meeting criteria for insertion into sustainable value chains	0	Target Area 1 200 farms covering 8,000ha Target Area 2 125 farms covering 5,000ha	Target area 1 80 farms covering 8,000 hectares Target area 2 66 farms covering 5,000 hectares	This indicator should be measured in mid-2018. However, 30 model farms have been established and strengthened in the areas of the project, by inserting Silvopastoral Systems semi-intensive for implementation of Manuals and guidelines for sustainable livestock production. The training process was initiated by field schools to train beneficiaries in good production practices (406 farms in the area 1 and 200 farms in the area 2).	The Protocol on Proxy Principles, Criteria and Indicators (PC&I) was designed to monitor Sustainability in Livestock Farms, as the basis for a national certification process With the support of ICADE, there is a proposal for certification of farms, who through the letter of agreement close to be signed with HEIFER, would be assisting three groups: 1. CREL Patagonia (20 producers) 2. CREL San Marcos de Colon (18 producers) 3. Asociación de Ganaderos de Nacaome	The indicator has not been achieved, but the enabling conditions have been created so that the producers served by the project are positively inserted in the sustainable livestock chain. With the Business Development Program, 150 farms belonging to 6 CRELES (2 in target area 2 and 4 in target area 1) are expected to be inserted in the value chain, which may have credits incentivized by the project, once they	The indicator is imprecise, as will be seen in the analysis of the consistency of indicators, since the definition of criteria for insertion into sustainable value chains is very imprecise. The project trained in business and sustainability issues that allow insertion in value chains, but	**4: Moderately Satisfactory (MS):** there were moderate Shortcomings	The DEIT SUR project, which is in its initial phase in this year 2020, addresses with important resources the issue of improving the value chain within its components, which gives it a degree of sustainability.

					(AGAPREN) (28 Producers) A training process has been advanced with these groups through the field schools, and they were selected to carry out the improvement plan that must prepare the conditions for their certification based on the RAS standards. With the Business Development Program, it is expected to insert 150 farms belonging to 6 CRELES in the value chain (2 in target area 2 and 4 in target area 1), which may have credits incentivized by the project, once they comply with environmental and social indicators as criteria for sustainability As associated activities, the areas belonging to the 650 producers of the field schools are in the process of converting from conventional farms to model farms, who have incorporated SPSs and live fences in their farms, as well as progressing in the implementation of good practices. acquired during the knowledge management program that they have received, so these farms may qualify to be inserted into the value chain through compliance with environmental sustainability criteria	comply with environmental and social indicators as sustainability criteria. In the terminal evaluation, the results of the development of the training process of the producers with the RAS methodology would be reported.	there are no market conditions that value environmentally sustainable products. A previously mentioned issue that does not allow expanding these achievements is the lack of a national standard for sustainable livestock that validates the market and therefore helps to prefer these products in quantity and / or price.		

Amounts of beef and dairy products in target areas that are sold through sustainable value chains	0	Target Area 1 320t/year of beef and 3.5 million kg/year of milk Target Area 2 150t/year of beef and 1.8 million kg/year of milk	No changes to this goal were reported. Changed wording Indicator Amounts of meat and dairy products in target areas that are sold by project beneficiaries to different buyers	This indicator should be measured in mid-2018. The project developed a programme for the strengthening of organizational and business capacities of the producers to be successfully inserted into the sustainable value chain. Training and technical assistance: 30 organizations producing recipients (10 in each project area) with 3 modules of organizational, financial, and business management training (2 days each for each area) and 3 days of technical assistance organization to accompany the implementation of the training. It also includes a virtual module of senior management for organizations with greater development managers and officials of institutions providing support. All of the courses/workshops certified by CATIE A manual of good practices on livestock which includes fire management has been developed for farmers. Coordination with local authorities (6 municipalities) has been established to adopt local policies to regulate the use of fire. The bad practice of using fire for the cleanliness of pasture lands to 70% where the interference of the project has been complementary in the	Target Area 1: 521 t/year of beef and 3.08 million kg/year of milk Target Area 2: 318.75 t/year of beef and 7.24 million kg/year of milk This production is sold to different producers and does not necessarily respond to formal markets As associated activities we have: With the support of HEIFER, a study of the value chain should be carried out, which has to support the report of the results of this indicator The legalization of 20 livestock associations was supported in order to improve the organizational conditions for their incorporation into the value chains, since the national market prioritizes working with organized and legalized groups, so these activities contribute to the insertion of producers into the value chain	The 2018 report is maintained Target Area 1: 521 t/year of beef and 3.08 million kg/year of milk Target Area 2: 318.75 t/year of beef and 7.24 million kg/year of milk This production is sold to different producers and does not necessarily respond to formal markets. In the terminal evaluation, more recent data would be reported as a result of the Livestock Value Chain Analysis study (including market research) carried out with the support of HEIFER.	The change in the wording of the indicator allows it to be satisfied and to meet the goals, however the meaning of the indicator was the insertion in sustainable value chains and not just selling products. The project tried to link producers to supermarkets but it was not achieved, however the project managed to link them to Business Development Centers, allowing them to have Management advice for their various business needs, which could improve access to markets. In the Mid-Term Evaluation, it was visualized that this indicator could not be met and its exclusion should have been justified because there are no environmental conditions for its achievement.	**3. Moderately Unsatisfactory (MU):** the project had significant shortcomings	In the Mid-Term Evaluation, it was visualized that this indicator could not be met and its exclusion should have been justified because there are no environmental conditions for its achievement. The chances of achievement depend on the goals and performance of the DEIT SUR project in the coming years.

				target area 2, since it affects a regional development plan of the Gulf of Fonseca Region. The reduction of this bad practice has been the product of the simplification to the livestock through the spaces of capacity building that the Project implements.					
Area covered by municipal territorial land use plans that take into account considerations of landscape-wide sustainability of ranching landscapes	0	60% of both target areas	Goal Stays	To be measured in 2018. A workshop was held with staff of nation Plan, specifically the Coordinator of land with the aim of presenting the methodological framework of work to perform in the region on the issue of land use, consider the work strategies to promote the development of land management tools in all the involved municipalities. A consultancy would be contracted for the preparation of 8 Action plans environmental municipal use territorial, taking into consideration issues of sustainable livestock.	60% of the land use plans have been advanced in 8 municipalities, representing 60% of the interventions. The process has been led by the municipal governments through their mayors, deputy mayors and those in charge of the Municipal Environmental Units. Sixteen consultation workshops were held for the preparation of territorial management on biophysical and socioeconomic diagnosis (8 workshops) and territorial prospective (workshops) distributed in 8 municipalities of influence of the project (5 municipalities in target area 2 and 3 municipalities in target area 1)	The indicator has been achieved. Target area 1: The delivery of the 3 PMOTs was completed to the municipal councilors of the Morazán, Yoro and La Unión. Target area 2 The delivery of 5 PMOTs to the Regional Commissioner (Nation Plan-Country Vision), of the municipalities of El Rosario (Olancho), San Francisco de Coray (Valle), Langue (Valle), San Marcos de Colón, Concepción de María, Orocuina in Choluteca.	The delivery of 2 municipal land use plans in area 1 and 5 plans in area 2 were achieved, representing 60% of the intervention territory. However, these plans require formalization in order to be applied.[69].	**5. Satisfactory (S):** There were only minor shortcomings.	Local governments must approve and take over the PMOTs, which still requires an internal socialization process in each municipality.

[69] The formalization would be in process according to the information gathered by this evaluation.

Annex 10: Interview Guide used for data collection

a) Relevance: To what extent do the objectives of the Project correspond to the expectations of the Implementing Partner, the country's needs, global priorities and UNDP policies?

- At what level was the formulation and implementation Project aligned with national policies and priorities and the needs of the main beneficiary?
- How do the Project and the projects that support it correspond to UNDP's global priorities and policies?
- How does the hypothesis implicit in the "Theory of Change" of the Project pose with solidity and realism the assumptions and projections to solve fundamental problems in the subject of Environment in the Country, through its actions, resources and established methodologies?

General question

- Do the sequence of objectives, indicators and goals at its different levels of the Project meet criteria of realism, clarity, internal coherence?

Specific questions.

- How valid were the indicators, hypotheses or assumptions and risks established in PRODOC?
- How realistic was the results chaining logic established in PRODOC?
- How relevant and valid in terms of quality are PRODOC indicators, goals and expected scopes?
- To what extent is it possible to satisfy the existence of base data and access to information through the means and sources of verification?
- How was the Project Results Framework adapted to the conditions of a changing context in order to favor achievement of the results?
- How were the Project's designed coordination, management and financing models aimed at promoting institutional strengthening and ownership?
- Was the modality designed for monitoring and evaluating the project adequate?
- To what extent has the exit or transfer strategy managed to foresee the institutional context at the end of the Project in order to foresee measures for the sustainability of the results?

b) Efficacy: To what extent did the Project achieve the expected results and whether its specific objectives were achieved or expected to be achieved?

Main question.

- To what extent were the results achieved and how do they contribute to the achievement of the Project's objectives?

Secondary questions.

- Were the results achieved in a timely manner and in a logical sequence?
- With what quality were the products obtained?
- To what extent do the products achieved contribute to the expected results?
- How are the results obtained limited as an effect caused by the project design?
- What was the probability of achieving the specific objectives?
- Which products / services have excelled in terms of relevance? Who are they relevant to?
- Are there any factors that impede the access of the target groups (beneficiaries) to the results / services?
- Did all the target groups have access to the results / services of the Project projects?
- What level of dissemination and replication of the results and products has been achieved?

c) Results (Impact): How did the projects contribute to the generation of different changes and produce effects that allow progress towards achieving impacts on the subject of Environmental Management and what is expected in the Project?

- To what extent did some activities contribute to reforms and improvements in the legal and political framework?
- To what extent did the project contribute to improving the institutional framework and capacities for optimal planning and effective management?
- To what extent did the project contribute to financial sustainability to strategically address the problems of sustainable environmental management and to the provision of long-term resources in these areas?
- To what extent did the project contribute to testing innovative approaches to address these issues that serve as examples in the country?
- To what extent did the set of projects contribute to implement successful management models that allow building strategic alliances with key stakeholders?
- To what extent did the project package contribute to strengthening the achievement of UNDP results and strategic objectives?
- To what extent did the set of projects contribute to strengthening the execution of basic UNDP functions?
- How do the results of the Project contribute to international treaties on the Environment: Rio + 20, SDGs and other global initiatives?

d) Sustainability: To what extent are the results of the project assured? Will resources be available to monitor and operate the project's actions and objectives?

- Are resources available to monitor and operate the pending actions of the projects?
- What is the level of appropriation among the different stakeholders in the results and benefits of the Project's projects?
- How does the institutional capacity of the key actors allow the flow of benefits to be maintained once the project is completed?
- How do the technology, knowledge, processes or services introduced or provided adapt to the institutional context and have adaptation capacities been generated in the personnel of the institutions related to the project?

e) Efficiency. How was the project executed, including overall efficiency and management of available resources, and did they contribute to the Project?

- How did Project management contribute to the efficiency of achieving results?
- How did the executing institution contribute to the achievement of the results?
- Did the project's governance structure (Board of Directors, Project Director, Project Coordinator and Team) allow its efficient execution?
- What was the partners' ability to contribute to the management of the project?

f) Transversal Criteria. To what extent did the activities, products and results incorporate the gender dimension, the creation of capacities and the creation of synergies with other national and international institutions?

- How did the Project complement and establish synergies?
- How does the project incorporate the gender dimension in all its work and achievements? What evidence is there?
- Did the technical assistance provided by the project actions allow the improvement of national capacities?

Annex 11: Evaluation consultant code of conduct agreement form

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people’s right not to engage. Evaluators must respect people’s right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders’ dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[70]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Hernán Arturo Reyes González

Name of Consultancy Organization (where relevant): _____

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

Signed at Tegucigalpa on march 16, 2020

Signature: 

[70] www.undp.org/unegcodeofconduct

Annex 12: Evaluation report authorization form

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

Evaluation Report Reviewed and Cleared by

UNDP County Office

Name:_____

Signature:_____ Date:_____

UNDP GEF RTA

Name:_____

Signature:_____ Date:_____