



TERMINAL EVALUATION REPORT

Project
*“Improved coordination of the Río Conventions for Sustainable
Development in Uruguay (ECCOSUR)”*
(PIMS #: 5226, GEF # 5470)

Executing Partner: Ministry of Environment (MoE)

GEF Agency: UNDP

GEF Focal area:

CD2 To generate, access and use information and knowledge

CD3 To strengthen capacities to develop policy and legislative frameworks

CD4 To strengthen capacities to implement and manage global convention guidelines

CD5 To enhance capacities to monitor and evaluate environmental impacts and trends

Country: Uruguay

Region: Latin

America and

Caribbean

Evaluation Period: June 2016-December 2021

Date of Evaluation Report: January 2021

Team Members: International Consultant Leandro
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Acronyms and abbreviations

AUCI	Uruguayan Agency for International Cooperation
AUGAP	Asociación Uruguaya de Ganaderos del Pastizal (Uruguayan Cattle Ranchers Associations)
CALAI	Cooperativa Agraria Ltda. de Aiguá (Agricultural Cooperative Limited Aiguá)
CCCD	Cross-Cutting Capacity Development
CEUTA	Centro Uruguayo de Tecnologías Apropriadas (Uruguayan Center of Appropriates Technologies)
CIEDUR	Centro Interdisciplinario de Estudios sobre el Desarrollo Uruguay (Center for Interdisciplinary Studies about Development of Uruguay)
CND	National Corporation for Development
COP	Conference of Parties
COTAMA	Comisión Técnica Asesora de la Protección del Medio Ambiente (Environment Technical Advisory Commission)
PMURE	Centro Universitario de la Región Este (East University Center)
DCC	Climate Change Department
DINAMA	National Environmental Directorate
GEF	Global Environmental Fund
GoU	Government of Uruguay
M&E	Monitoring and Evaluation
MGAP	Ministry of Livestock, Agriculture and Fishing
MIEM	Ministry of Energy and Mining
MoE	Ministry of Environment
NFP	National Focal Point
NBSAP	National Biodiversity Strategy and Action Plan
NCSA	National Capacity Self-Assessment
NIM	National Implementation Modality
CSO	Civil Society Organization
PIR	Project Implementation Review
PRODOC	Project Document
PMU	Project Management Unit
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change

1. Executive Summary

Table N° 1a: Project Summary Table

Project Details		Project Milestones	
Project Title	Improved coordination of the Río Conventions for Sustainable Development in Uruguay (ECCOSUR project)	PIF Approval Date:	6 September 2013
UNDP Project ID (PIMS #):	5226	CEO Endorsement Date (FSP) / Approval date (MSP):	22 June 2016
GEF Project ID:	5470	ProDoc Signature Date:	28 March 2017
UNDP Atlas Business Unit, Award ID:	N/A	Date Project Manager hired:	N/A
Country/Countries:	Uruguay	Inception Workshop Date:	5 December 2017
Region:	Latin America and Caribbean	Mid-Term Review Completion Date:	September 2020
Focal Area:	Multi-Focal Areas	TE completion date:	January 2022
GEF Operational Programme or Strategic Priorities/Objectives:	CD2-CD3-CD4-CD5	Planned Operational Closure Date:	31 March 2022
Trust Fund:	GEF TF		
Implementing Partner (GEF Executing Entity):	Ministry Environment (DoE)		
NGOs/CBOs involvement:	CSO: CEUTA CSO: CIEDUR CSO: Aves Uruguay CSO: Vida Silvestre CSO: Fundación Ecos		
Private sector involvement:	N/A		

Financial Information		
PDF/PPG	at approval (US\$M)	at PDF/PPG completion (US\$M)
GEF PDF/PPG grants for project preparation	0.09	0.09
Co-financing for PP	0.1463	0.085
Project	at CEO Endorsement (US\$M)	at TE (US\$M)
[1] UNDP contribution:	0.12	0.12
[2] Government:	1.353	0.85
[3] Other multi-/bi-laterals:	0	0
[4] Private Sector:	0	0
[5] NGOs:	0.39	0.27
[6] Total co-financing	1.863	1.24
[7] Total GEF funding:	1.8624	1.558
[8] Total Project Funding	3.7254	1.678

1.2 Brief Project Description

The ECCOSUR project started in March 2017 with a total resource allocation of USD 3,725,430 and is currently in its fifth year of implementation. The overall project objective was to develop innovative mechanisms and instruments for increased global environmental benefits and sustainable growth in Uruguay. Through a set of well-coordinated activities that aim to strengthen the capacities of public and private institutions, establish improved consultative mechanisms and incorporate global environmental considerations into the country's sustainable development decision-making process. The project will support a strategy that integrates innovation, science, knowledge, governance and participation into the environmental dimension of sustainable development complementary to other related initiatives under implementation in Uruguay, including those supported by the GEF.

The project objective was developed through four inter-related project outcomes. Outcomes 1 and 2 strengthen existing consultative and public decision-making structures and mechanisms to contribute to more effective and integrated decisions by relevant public agencies on the global environment.

Outcome 3 will develop and provide a comprehensive package of institutional strengthening tools to assist civil society in providing objective and constructive feedback to the public sector.

Outcome 4 aims at supporting an innovative model of regional mainstreaming of Rio Convention priorities by assisting local governments comprising the Eastern Region of the country to address biodiversity, climate change and land degradation issues in an integrated manner. Cross-cutting activities will include a comprehensive training and technical assistance program targeted to technical staff, decision-makers, and key conservation and development practitioners.

The project aimed to:

- (i) generate information and knowledge about the impacts and interactions between climate change, biodiversity and land degradation;
- (ii) contribute to global benefits through capacity building for policy and legislative development;
- (iii) build capacity at all levels to better understand, manage and implement the Conventions' guidelines; and
- (iv) support the development of mechanisms to assist civil society in monitoring and evaluating the cross-cutting implementation of the Conventions and their environmental impacts.

The project strategy was to develop an effective public-private partnership through the support of civil society organizations. In turn, a considerable part of the project activities was oriented towards capacity building in the public sector. Moreover, it combines a bottom-up approach for mainstreaming global environmental issues.

1.3 Summary of Results, Conclusions, Recommendations and Lesson Learned

The project has made significant progress in the coordination between the state and CSOs to strengthen the implementation of the Rio conventions. Stakeholders have developed tools and local level projects which demonstrate compliance with the three Rio Conventions.

The project has created networks and a platform for collaboration between stakeholders from different sectors. ECCOSUR has strengthened governance through a "learning by doing approach" and an Executive Committee and a Territorial Group. On the other hand, the project has generated outstanding products such as the Uruguay Convention Integration Matrix, the Rio Conventions synergies observatory, and a diversity of local projects, ranging from productive sectors, waste issues and ecosystem conservation and environmental education, among others. The call and awarding of projects at the local level has allowed the implementation of a wide range of pilot activities in the field. Working together with many local civil society organizations and small producers in the eastern region of the country project has been accomplished more than twenty local initiatives.

The governance allowed for multi-stakeholder, multi-sectoral and multi-level management with a representation of each in the steering committee. Such a complex steering committee has meant a collaborative "learning by doing" between civil society and government institutions. The project has also managed to overcome other obstacles, such as changes in government authorities and the COVID-19 pandemic.

However, the evaluation identifies some weaknesses. The lack of a structured internal and external communication plan and delays in the formulation of the project and the first year of the project are some of the most relevant setbacks. From the beginning of the project and during several moments of its life, the Steering Committee has had problems in making timely decisions, which has affected the operational management of the project. There were conflicting visions among some civil society partners and limitations in the implementation capacity of some of them, which forced the coordination unit and UNDP to assume management and conciliation tasks.

The evidence shows a satisfactory implementation, with significant progress in some outcomes. Others outcomes have more limited advances regarding the targets established in the logical framework. Moreover, the project shows several intangible impacts that will influence the environmental practices in the coming years.

The project has had a relevant impact on several local communities, starting processes that will impact many people beyond the stakeholders involved in the project. Table 1 shows the ratings against each criterion set for assessing project performance.

Table N° 1b: Rating of Project performance

	Rating
M&E design at entry	Moderately Satisfactory
M&E Plan Implementation	Moderately Satisfactory
Overall Quality of M&E	Moderately Satisfactory
Quality of UNDP oversight	Satisfactory
Quality of Implementing Partner Execution	Satisfactory
Overall Quality of Implementation/Execution	Satisfactory
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Project Outcome Rating	Satisfactory
Financial Sustainability	Moderately Likely
Socio-political Sustainability	Likely
Institutional Framework and Governance Sustainability	Moderately Likely
Environmental Sustainability	Highly Likely
Overall Likelihood of Sustainability	Moderately Likely

As a summary of the lessons learned, it noted that, in projects of this complexity for the different stakeholders and sectors involved, it is essential that an intensive review and validation of the Project Logical Framework are carried out at the beginning of the project. Support in the project development and inception phase should be reinforced to ensure a proper design and a smooth start. In addition, It underlines the importance of thorough assessments of the implementing organizations' capacity to manage the project. This type of project helps the different actors to realize the need and benefits of working collaboratively and in synergy between sectors and levels.

Table 1c. Recommendations

Rec#		Entity Responsible	Timeline
1	Project exit plan Develop a detailed exit plan to guide future activities and next steps towards the implementation and synergies of Rio Conventions in the country.	<i>PMU with support of all stakeholders</i>	<i>March 2022</i>
2	Communicating project results Develop a public communication strategy to disseminate the results and relevance of the project. It is recommended to develop a dissemination plan for all the tools developed by the project to ensure that future initiatives are based on the project results as input.	<i>Uruguayan Government with UNDP support for public dissemination</i>	<i>2022</i>
3	Resource mobilization Develop a strategy for resource mobilization and financial sustainability. It is recommended to develop a project concept to promote the synergies of the Rio Conventions and the mobilization of resources for implementing them in Uruguay.	<i>SC Members</i>	<i>March 2022</i>
4	Gender The role of women in natural resource management in Uruguay is critical. It is recommended to strengthen gender mainstreaming in Rio Conventions and other projects related to the Global Environmental Agreements in Uruguay.	<i>Uruguayan Government</i>	<i>2022</i>
5	Monitor medium and long-term benefits of the project Due to the lack of field visits to the target local communities in this evaluation, it would be interesting to carry out a post-evaluation study in the coming years to quantify and report on the medium and long-term impacts of the project and the sustainability of the achievements on the ground.	<i>Uruguayan Government</i>	<i>2023-2024</i>

2. Introduction: Purpose, Scope and Methodology

In accordance with UNDP and Global Environment Facility (GEF) monitoring and evaluation policies and procedures, all GEF-funded medium and full-size projects implemented by UNDP are required to undergo a terminal evaluation (TE) at the end of the project. This report presents the outcome of the TE of the Global Environment Facility (GEF) project entitled "Improved Convention Coordination for Sustainable Growth in Uruguay", implemented by the Ministry of Environment (Implementing Partner) and executed through UNDP. The project started on January 1, 2018 and is in its fourth year of implementation and will be operationally closed on March 31, 2022. The evaluation was carried out taking into account the following guidance documents:

- o Guide for Conducting Final Evaluations of UNDP-supported and GEF-funded Projects (2020).
- o UNEG Norms and Standards (revised in 2017)
- o UNEG Code of Ethics
- o UNDG Guidance on Results-Based Management (2012)
- o UNDP IEO evaluation guidelines (January 2019)
- o OECD/DAC Better Criteria for Better Evaluation, Revised Evaluation Criteria (2019).

The Terminal Evaluation (TE) was conducted in three phases: 1) desk reviews, data collection, analysis and preparation of the initial final evaluation report; 2) a remote engagement phase to conduct virtual interviews with the project team, implementing partners and stakeholders 3) preparation of the final evaluation report. The methodology proposed for the TE was discussed in phase 1, where the final methodological approach was agreed upon between UNDP, the evaluation team, and key stakeholders.

2.1. Objectives of the Terminal Evaluation

The overall objective of TE is to review the achievements made to deliver the specified objective and outcomes of the project ECCOSUR. The TE establish the effectiveness, efficiency, relevance, performance and success of the project, including the sustainability of results.

The TE drew lessons learned through the project and best practices about the strategies employed and implementation arrangements. The overall objectives of the evaluation are as follows:

- o To assess the achievement of project results against what was expected to be achieved about the results framework.
- o To draw lessons that can improve the sustainability of project benefits.
- o Promote accountability and transparency.
- o Evaluate project implementation, processes and the extent to which project achievements have been realized.

The specific objectives of the evaluation are as follows:

- o To assess expected and achieved accomplishments, examining the presumed causal chains, processes and achievement of results, as well as contextual factors that may enhance or impede the achievement of results.

- o Assess how the project has strengthened the capacities of governments and other relevant stakeholders that would contribute to advancing the implementation of the Rio conventions.
- o Integrate human rights and gender equality into the evaluation to align with the requirements of the UN System-wide Action Plan on Gender Equality and the Empowerment of Women.
- o Determine the relevance, impact, effectiveness, efficiency, effectiveness and sustainability of the UNDP project to make adjustments and improve contributions to development.
- o Assess the extent to which the project has generated lessons learned and shared this information.

2.2. Scope and Methodology

Consistent with the Terms of Reference of the terminal evaluation of the ECCOSUR project, the evaluation approach has been inclusive and participatory and included a high percentage of consultations with stakeholders involved in implementing the project (public and private institutions, national and local level).

The TE was conducted according to the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the ToR and the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported Projects. The TE report provides evidence-based information that is credible, reliable, and useful. The evaluation followed a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts, Implementing Partner, Responsible Parties, the UNDP Country Office, direct beneficiaries, and other stakeholders.

The detailed criteria matrix as per the overall design of this evaluation is presented in the annex 2. In addition, the evaluation covers the degree of convergence of the project with other UNDP priorities, including poverty alleviation and cross-cutting issues such as gender equality, women's empowerment and support for human rights.

The Evaluation approach to this assignment is evidence-based, participatory, and utilization-focused.

The people interviewed belong to the public institutions involved, the focal points of the conventions, the CSOs members of the SC, representatives of departmental governments, representatives of universities, and representatives of community projects. Members of the Coordination Unit and UNDP were also interviewed.

The interviews were carried out under explicit confidentiality and included a wide range of institutions and their representatives at different levels, which allowed for the qualification of the secondary information obtained from the revised documents. The methodology of the interviews was based on a semi-structured question guide based on Annex 2: Matrix of Criteria and Evaluation Questions. An overview of the sequence of activities and timeline can be found in Annex 5: Evaluation timeline. The interviews were conducted virtually, via video calls, mostly smoothly and according to Annex 6, consistent with the Terms of Reference and the timeline agreed in the inception report.

Preliminary findings were presented and validated at the Steering Committee meeting on 2 December 2021. Opportunities to review evaluation progress were provided at critical points during data collection and analysis. The draft TE report was shared with stakeholders to get feedback and comments. The purpose of these interactions was to ensure the usefulness and applicability of the evaluation findings and recommendations.

2.3. Limitations to the Evaluation

The assessment was conducted during the COVID-19 coronavirus pandemic. Given the restrictions on international and in-country travel, the TE was conducted entirely remotely. Therefore, the impossibility to conduct an in-country mission and field visits has been a major constraint for the evaluation. Not being able to closely observe project activities on the ground and interact with the beneficiary communities has greatly limited the possibility to assess project's impact on the beneficiary communities.

Individual key informant interviews and focus group discussions were conducted online via video calls.

Online data generation reduced the evaluator's ability to observe contextual cues and obtain information. The virtual approach also affected the dynamics of the interviews, which are more difficult to manage online. Although virtual interviews are not as effective as face-to-face interviews, the evaluator was able to assess and triangulate the information obtained to meet the requirements of the evaluation.

2.4. Evaluation Ethics and Adherence

The evaluation was conducted in accordance with the UNEG Ethical Guidelines for Evaluators, and the evaluator has signed the Evaluation Consultant Code of Conduct Agreement form (Annex 7). Neutrality and independence have been maintained at all stages of the evaluation process, and all views received from stakeholders applicable to any activity related to the planning, collection, processing and assessment of information have been taken into consideration.

The evaluation has respected the rights of the institutions and applied the "do no harm" principle. Sources of information and specific opinions in this report are not disclosed, except where necessary. This evaluation report aims to provide transparent information on its sources, methodologies and approach.

3. Project Description and Background

3.1. Development Context

Over the last decade, Uruguay has developed an institutional, policy and legislative framework to protect environmental resources and implement the Rio Conventions. In this context, the country has shown steady progress in advancing environmental issues related to the Rio Conventions. The country has developed a comprehensive legal and institutional framework that supports tangible and significant contributions to the implementation of Multilateral Environmental Agreements (MEAs) within the country. Despite this encouraging trend, and the continuous efforts made by the country's environmental authorities to further improve the development and implementation of public instruments, a number of factors have contributed in recent years to increase the complexity of the environmental issues facing the country. In recent years, economic dynamics have led to the intensification of agricultural production, the expansion of food agro-industry and forestry, the expansion of basic infrastructure and the development of mining. These trends have confronted the country with major environmental sustainability challenges. Therefore, there is an urgent need to comprehensively address the dynamics of the country's economic growth in a sustainable manner.

To overcome existing barriers and achieve these objectives, the actors proposed collaborative

learning and mutual strengthening of their capacities, to address these important challenges as a society. Likewise, the institutional context favored the articulation of the public sector and civil society to address the aforementioned challenges.

3.2. Problems that the project sought to address

The project provides an important response to the National Capacity Self-Assessment (NCSA) completed in 2006, complementing the current GOU initiatives described in the Baseline Scenario, in particular the National Climate Change Response Plan (PNRCC) and the National Biodiversity Strategy (being updated). Project design, as noted above, takes into consideration the most relevant conclusions and recommendations of the assessment, while at the same time incorporates the additional governance and capacity building requirements resulting from the accelerated and dynamic evolution of the developmental issues described previously (agricultural intensification, urban and natural resource-based industrial development, climate variability, and energy matrix diversification).

Specific needs identified in the NCSA and PNRCC addressed by the project include:

- Reduction of existing institutional fragmentation;
- More effective integration of actors;
- Strengthening policy and operational integration of initiatives related to the Conventions;
- Strengthening decentralized public and private structures.

This project takes note of this diagnosis by developing an effective public-private environmental partnership, supporting an alliance of complementary civil society organizations and combining a holistic, bottom-up, strategic approach. The approach focused on mainstreaming global environmental problems and developing synergies.

3.3. Project description and strategy: objective, outputs and outcomes

The overall objective of the project is to develop innovative mechanisms and instruments for increased global environmental benefits and sustainable growth in Uruguay. The project was implemented over five years through four specific components that addressed both public and private capacity building needs at national and local levels. The total cost of the project is US\$ 3.8 million, with a GEF contribution of US\$ 1.9 million (approximately 50% of the total cost). The project strategy included four components, each with associated results, as presented in Table 2.

Table N° 2: Project Outcomes and Outputs

OBJETIVE: To develop innovative mechanisms and instruments for increased global environmental benefits and sustainable growth in Uruguay		
1	Outcome 1. Support to improved Conventions implementation and coordination by the environmental authority	Output 1.1. Focal Points (FPs) improve coordination regarding cross-cutting approach
		Output 1.2. MA achieves integration of Rio Conventions into norms, procedures, and instruments
2	Outcome 2. Capacity building for integration of Rio Conventions into national procedures and regulations in production sectors	Output 2.1. Public agencies mainstream global Convention provisions and benefits
		Output 2.2. Relevant agencies improve integration and synergies regarding Climate Change, Biodiversity, and Land Degradation

3	Outcome 3. Civil society contribution to sustainable development	Output 3.1. Civil Society Organizations (CSOs) contribution to inter-sectoral dialogue and capacity building
		Output 3.2. Civil Society Organizations (CSOs) provide independent assessments and information regarding Rio Convention benefits and commitments
		Output 3.3. Knowledge platform established to collect, disseminate and share information on CC Convention issues
4	Outcome 4. Model program for integrated local environmental management	Output 4.1. Support to decentralization process for incorporation of Rio Conventions into local planning and decision making
		Output 4.2. Understanding, awareness and integration of global Rio Conventions is enhanced in local academia, students and population
		Output 4.3. Innovative Rio Convention-related initiatives are identified and supported

Detailed project design was undertaken with the assistance of a Project Preparation Grant (PPG). Preparation activities were anchored on a comprehensive consultation process with many relevant public and private stakeholders, and included a series of technical contributions regarding barriers and issues, project outcomes and activities, identification of partners, project costs and financing, results framework, institutional and implementation arrangements, monitoring and evaluation procedures and indicators. The main features and activities of outcomes can be summarized as follows:

Outcomes 1 and 2 strengthen existing public and consultative decision-making structures and mechanisms to contribute to more effective and integrated decisions by relevant public agencies on environmental issues. Outcome 3 develops a comprehensive package of institutional strengthening tools to help civil society provide objective and constructive feedback to the public sector, mainly at the regional level, and in order to reinforce the resilience and institutional sustainability of project results. While Outcome 4 aims to support an innovative model of regional mainstreaming of the Rio Convention priorities, helping local governments comprising the Eastern Region of the country to address biodiversity, climate change and land degradation issues in an integrated manner. Cross-cutting activities are also considered, including a comprehensive training and technical assistance programme targeting technical staff, decision-makers and key conservation and development professionals. In summary, the focus of the project is on capacity building of the public sector and civil society in the framework of the integrated implementation of the Rio Conventions.

3.4. Implementation Arrangements

The project was implemented under UNDP's National Execution Modality (NIM), according to the standard basic assistance agreement between UNDP and the GoU, and was executed by the Ministry of Education as the Implementing Partner. The Implementing Partner was primarily responsible for the overall planning and management of project activities, reporting, accounting, monitoring and evaluation, supervision of other implementing parties and auditing the use of project resources. The MA National Director of Environment is the Project Director and chairs the Steering Committee.

The project has constituted a Steering Committee (SC) composed of a representative of the MA,

representatives of the focal points of the UNFCCC, CBD and UNCCD, five representatives of CSOs (Fundación Ecos, Aves Uruguay, CIEDUR, CEUTA and Vida Silvestre Uruguay), one representative of local governments representing all departmental governments participating in the project (Lavalleja, Maldonado, Rocha and Treinta del Sur), one representative of local governments representing all departmental governments participating in the project (Lavalleja, Maldonado, Rocha and Treinta de la Plata), a representative of the Environment Directorate of the Ministry of Foreign Affairs, a representative of the Uruguayan Agency for International Cooperation, a representative of the Universidad de la Empresa (UDE) and a representative of UNDP. The Steering Committee is convened by the Project Coordinator, who acts as the Committee's Secretariat. Decisions are taken by consensus among its members. The MC reviews project progress, approves work plans, key project documents and staff selection. The Coordination Unit was the project manager and consisted of the Project Coordinator, a technical specialist and an administrative assistant/accountant. The annual project budget has reflected the planning of planned activities according to the annual work plans, and two budget review exercises have been carried out, in order to adjust the budget according to the estimated implementation for each current year.

3.5. Project Stakeholders

The project has managed to involve a large number and diversity of partners and stakeholders, including those listed in PRODOC. In particular, the role and participation of the following institutions and actors is highlighted:

- o The MA is the institutional governing body at the country level on environmental issues through DINAMA and the DCC. As the main institution in these issues in Uruguay, it acts as an implementing partner and was therefore mainly responsible for the overall planning and management of project activities, the approval of project outputs and activities prior to the submission of reports to UNDP.
- o UNDP as the implementing agency provides technical support and performs objective and independent functions of supervision and monitoring of the project.
- o The Uruguayan Agency for International Cooperation (AUCI) as the representative of the Government signatory of PRODOC, and with a leading role in the facilitation, coordination and cooperation between all stakeholders.
- o The Environment Directorate of the Ministry of Foreign Affairs, which represents the country in global environmental conventions and coordinates the country's position on these issues.
- o The CSOs: Fundación Ecos, Vida Silvestre, CEUTA, CIEDUR and Aves Uruguay, which participated in the co-management of the project, actively participating in the CD and obtaining projects outputs
- o More than 20 local CSOs that participated in the implementation of pilot projects at local level.
- o The environmental and development local agencies from the Eastern Region of the country (Maldonado, Rocha, Lavalleja and Treinta y Tres), which implemented projects.
- o The Eastern Regional University Centre of the University of the Republic (PMURE/UDELAR), which provided assistance to local projects and technical support to different activities of the project.

Other partners that have participated in project activities include: National Association of CSO (ANONG), Uruguayan Associations of Grassland Livestock Farmers (AUGAP), Agrarian Cooperative Limited from Aiguá (CALAI), Business University (UDE), the Ministry of Livestock, Agriculture and Fisheries, and the National Colonization Institute.

4. Findings

4.1. Project Strategy

4.1.1. Project Design

Firstly, it is important to note that the formulation of the project was initiated by a CSO. The national government was very willing to coordinate actions with CSOs, but there was a need for CSO representation linked to the issue of conventions. Therefore, additional CSOs were invited to participate in the project. In addition, the project involves a variety of stakeholders and sectors with different visions and practices. This variety therefore creates a complexity of management that requires innovation and a "learning-by-doing" approach.

An inclusive management structure was formed with representatives from five CSOs, the Focal Points of the three conventions, representatives of the governments of the Departments of the Eastern Region, representatives of the academic world and public institutions. The MA assumed the role of implementing partner as the public institution responsible for environmental issues in the country. With this large number of stakeholders and diverse interests, a complex reconciliation of partial and sectoral interests was necessary for many board meetings. As a result, decision-making was very complicated and time-consuming at the beginning of the project.

The project strategy takes into account and makes explicit the capacity development requirements of the 3 Rio Conventions in the five types of capacities: a) Stakeholder participation, b) Information and knowledge management, c) Monitoring and evaluation, d) Environmental governance, e) Organizational skills.

The project strategy, broad in its definition, allowed for the search for various ways of producing these collaborative and learning networks. However, in the wording of the outcomes, these issues are reflected in a rather broad and generic manner. Furthermore, there is low consistency between the objective and its outcomes and the project's indicators and targets, which has led to additional difficulties in project management and monitoring. The logical framework presents deficiencies that were not adjusted during implementation, leading to weaknesses in the project strategy.

Finally, the problem addressed by the project represents a medium to long-term objective, which exceeds the possibilities of a 5-year project.

4.2. Project Implementation

4.2.1. Adaptive Management

As described above, the design and formulation history of the project have weaknesses in terms of governance and coherence. The project team overcome these challenges through planning and organizational analysis. The project has used adaptive management to ensure results.

Adaptive approaches have successfully coped with changing environments and unforeseen situations. For example, changes in government authorities and the outbreak of the COVID-19 pandemic affected the implementation of project activities. Delays related to the COVID-19 pandemic and political changes occurred at various levels. These challenges required the team to learn and adapt to these new situations. Nevertheless, the project provided great flexibility in rescheduling budgets, ensuring the effective implementation of critical activities on schedule and bringing project problems to the attention of the project steering committee.

4.2.2. Project Finance and Co-finance

The estimated sources of funding and co-financing in PRODOC are presented in Table 3:

Table N° 3: (US\$)

Sources	Cash US\$	In-kind US\$	TOTAL US\$	%
GEF	1,862,400	-----	1,862,400	50.0%
UNDP	-----	120,000	120,000	3.2%
MoE	130,000	1,069,030	1,199,030	32%
Ecos	-----	390,000	390,000	10.5%
Maldonado Municipality	-----	154,000	154,000	4,1%
TOTAL	1,992,400	1,733,030	3,725,430	100.0%

The GEF contribute 50% of the total budget and represent 93.5% of the cash contribution to the project. The counterpart is mainly in-kind from the public sector, as shown in the table above. Co-financing commitments at the start of the project amounted to USD 1,863,000 from the GoU and other implementing partners as an in-kind contribution.

The evaluator confirmed that the GoU provided many in-kind resources. For example, the PB meetings, workshops, utility costs of the PMU, government staff time dedicated to project activities, travel of government staff to monitor and support project activities, and the logistics involved in organizing meetings and other project-related events are clear evidence of their in-kind contribution. Similarly, the in-kind contribution of the project's CSO partners exceeded expectations but is more difficult to assess in full.

Actual co-financing reached an estimated 83.24% of the amounts pledged at the start of the project, but actual non-tracked co-financing is likely to be higher. Overall, project co-financing was in line with expectations according to the table presented in annex 10. The available documentation does not provide additional data or reports on co-financing expenditure. Some sources of co-financing have not been fully accounted for, and the actual co-financing received is likely to be much higher than reported. For example, no co-financing is reported for in-kind contributions from CSOs and local governments participating in local

projects. Furthermore, the project has not officially credited any co-financing contribution in cash.

The resources provided by the GEF according to the PRODOC and the final budget for each outcome, and their respective variations, is presented in table N° 4:

Table N° 4: GEF financing per outcome (US\$)

GEF financing	Prodoc	%	Total	%	Difference
Outcome 1. Support to improved Conventions implementation and coordination by the environmental authority	142,840	7.7%	266,643	14%	123,803
Outcome 2. Capacity building for integration of Rio Conventions into national procedures and regulations in production sectors	207,750	11.2%	116,196	6%	-91,554
Outcome 3. Capacity building for integration of Rio Conventions into national procedures and regulations in production sectors	507,000	27.2%	509,231	27%	2,231
Outcome 4. Model program for integrated local environmental management	835,500	44.9%	859,755	46%	24,255
Management	169,310	9.1%	110,573	6%	-58,737
Total	1,862,400	100%	1,862,398	363,580	-2

Source: PRODOC and evaluation calculations

It is worth noting that approximately half of the funds have been allocated to support projects at the local level. In total, more than 75% of the funds have been utilized for the development and strengthening of civil society organizations.

The evaluation has identified the differences between actual and budgeted expenditure, leveraged funding and co-financing, which provides an overview of the project budget. As of December 2021, USD 1,557,501 (83.6%) of the total project budget has been disbursed. Also, as shown in table 5 and graph n°1, after a slow start in disbursements, the pace of implementation reaches acceptable levels in 2019, managing to recover the initial under-execution levels. The project will eventually have delivered 100% of the GEF resources.

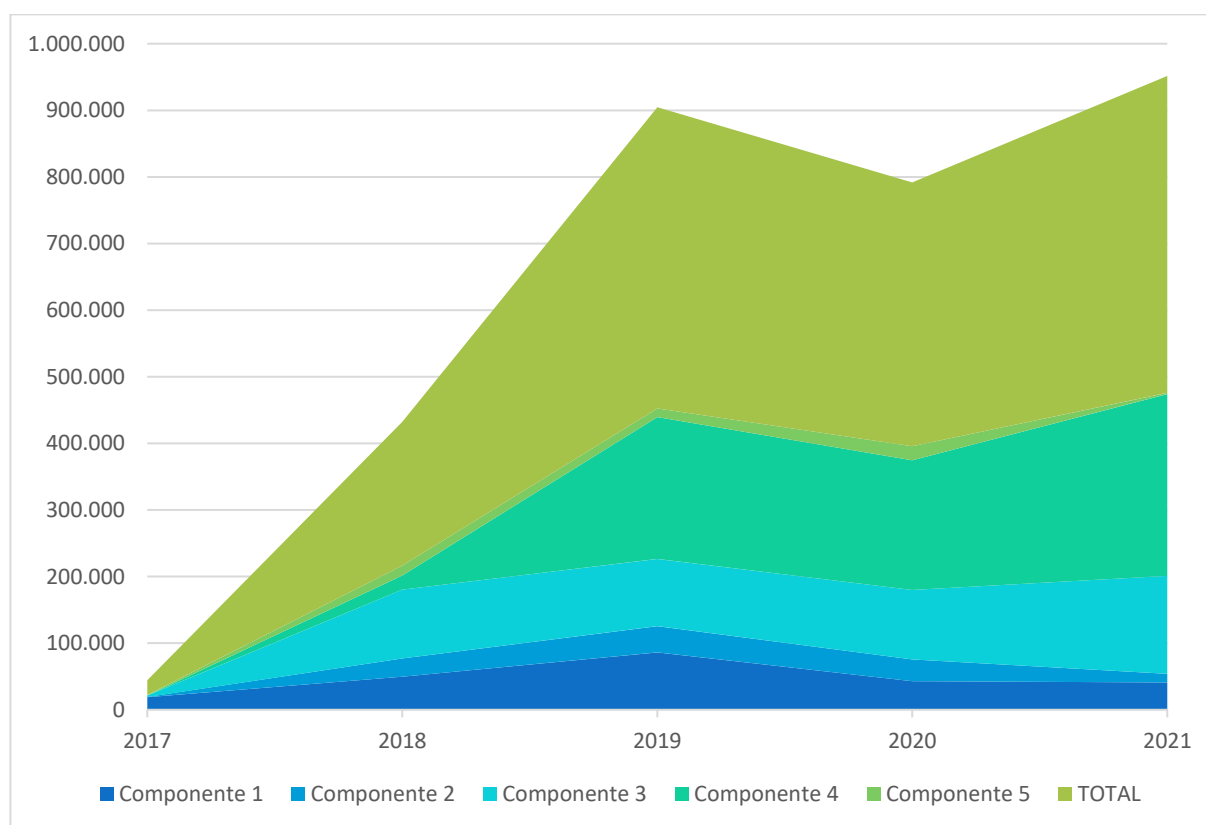
Table N° 5: Annual expenditure of GEF resources (US\$)

Año	2017	2018	2019	2020	2021	Total
PRODOC Budget	335.080	423.580	391.580	363.580	348.580	1.862.400
Annual Expenditure	22.269	216.190	447.463	395.763	475.816	1.557.501

Disbursement percentage of the Annual PRODOC Budget	6,65%	51,04%	114,27%	108,85%	217,77%	-
Cumulative Disbursement	22.269	238.459	685.922	1.081.685	1.557.501	1.557.501
Disbursement percentage of the total PRODOC Budget	1,20%	11,61%	24,03%	21,25%	40,76%	-
Cumulative disbursement percentage	1,20%	12,80%	36,83%	58,08%	83,62%	83,62%

Source: PMU data and evaluation calculations

Figure N°1. Annual disbursement per outcome



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4.2.3. Monitoring and Evaluation (M&E): Design and Implementation

The project has put in place an adequate monitoring and evaluation system and has followed UNDP and GEF monitoring modalities. The project management team has supervised implementation and has regularly monitored and reported on its activities. Monitoring and evaluation activities have been carried out with due diligence, and UNDP's role as project guarantor has been effectively managed.

The design of the project monitoring and evaluation plan follows the UNDP evaluation guidelines to monitor results and track project implementation. The monitoring and evaluation mechanisms are in line with those used by UNDP, including quarterly meetings of the Steering Committee, annual reports (PIR), risk register, administrative and financial management in the ATLAS system, annual and final reports.

However, the indicators used had some design weaknesses, especially in detecting obstacles and defining project objectives. The design problems did not allow for more efficient management of risks and adaptation. Therefore, the rating of the monitoring and evaluation plan is moderately satisfactory.

Table 6. Monitoring and Evaluation Rating

Monitoring and Evaluation Plan	Rating
M&E Design at Entry	Moderately Satisfactory
M&E Plan Implementation	Moderately Satisfactory
The Overall Quality of M&E	Moderately Satisfactory

4.2.4. Project Implementation and Oversight

The UNDP country office has been very active in preparing annual project progress reports, preparing, discussing and finalizing annual work plans following UNDP and GEF guidelines, monitoring payments and financial transactions, and providing crucial support to mobilize project implementation.

The UNDP Country Office has assisted the Coordination Unit in contracting under the rules and regulations established by the United Nations. The financial resource arrangements have been aligned with project rules and timelines. UNDP has supported monitoring activities, including project progress reports and participation in CD meetings, and has provided the necessary review and support to prepare the annual project work plan.

The MoE, as project implementer, assumed responsibility for the day-to-day supervision and operation of the project. The MoE had the role of National Project Director (NPD) with support from the MoE-based Unit Coordination (UC). The project followed the NIM modality, implemented by the UC to support a group of consultants and contracts, with UNDP supervision. The UC oversaw the day-to-day running of the project on behalf of the DNP, involving day-to-day management and decision-making. In addition, a project finance officer was responsible for administration, management and administrative support.

The MoE took on a coordinating role in the Steering Committee, leaving it to the SC to take decisions by consensus. A large number of meetings and the high attendance of members at SC meetings is noteworthy. The MoE has also provided the necessary co-financing to the

project and has contributed significantly to support the project activities. The MoE senior management has backed the project and has continuously monitored its progress. Therefore, the rating of the project implementation and execution is rated as satisfactory (See table 7).

Table 7. Rating of Implementation and Oversight

Implementation and Oversight	Rating
Quality of implementation/Oversight of UNDP	Satisfactory
Quality of Implementing Partner Execution	Satisfactory
The Overall Quality of Implementing/Oversight and Execution	Satisfactory

4.2.5. Risk Management

Potential risks were examined at the project formulation stage and recorded in the document, along with mitigation strategies and scenarios. About environmental and social risks, when assessed against the various parameters of social and social and environmental standards at the time of project design, the project was classified as "low risk". Therefore, no additional assessments were necessary.

Project management did not identify any additional risks during implementation, and stakeholders have not raised any concerns regarding the social and environmental aspects of the project. UNDP/GEF safeguard programming principles were applied, and measures to strengthen human rights and gender mainstreaming have been incorporated.

4.3. Project Results and Impacts

4.3.1. Progress towards project results

The project management encountered many complex governance problems during the first years of project implementation, which required a lot of struggle and commitment to overcome. UC and the Steering Committee made adjustments and coordination efforts to move the project forward. From this learning, the project has achieved valuable results and lessons learned. It is worth highlighting the performance of the Project Management, which has effectively enabled:

- Establish working groups between government focal points and experts from three relevant CSOs dedicated to the themes of the Conventions.
- To advance in the elaboration of a country perspective on synergies for the three conventions and their application at different levels of operation (National, Provincial and Local).
- Develop an instrument (Integration Matrix) that makes it possible to align investment decision-making and social and productive action in line with the three conventions in the country.
- Promote a large number of projects at the local level, both with community-based groups and with local governments, promoting the integrated action of the conventions, incorporating a great diversity of social actors, precisely by promoting synergies in the generation of global environmental benefits.
- Tools have been developed (agreements, instructions, etc.) to incorporate environmental considerations into the development of sectoral policies, plans and projects, focusing on

territorial planning that allows the establishment of synergies between the environmental dimensions.

It is noteworthy to highlight that despite the problems, the members of the SC have met permanently on average every three months, and additional members have joined the Steering Committee to facilitate the decision making and mediation. The UC has demonstrated flexibility, dedication and a sense of transcendence amid all the particularities mentioned above.

The adjustments made have provided valuable learning that demonstrates that the partnership approach proposed in this project may be helpful for future experiences in Uruguay and other countries.

A summary of the assessment of the achievement of objectives and results is presented in Table 8. The assessment of progress is based on observations, findings and data collected during the FE, from interviews, data provided in the quarterly and annual reports and technical information. According to the data obtained by the evaluation, the overall achievement of the project objectives and results is satisfactory.

4.3.2. Evaluation Matrix

Table N° 8: Rating of outputs

Outcome 1. Support to improved Conventions implementation and coordination by the environmental authority			
Output	Indicator	Target	Rating and Justification
Output1.1. Focal Points (FPs) improve coordination regarding cross-cutting approach	1 Focal Points adopt improved tools and access to information mechanisms 2.Coordination mechanisms are established among FPs	1.Comprehensive Capacity Building Plan developed and delivered 2.At least 2 FPs senior staff attend Convention CC international events 3.Outputs of 3 consultancies adopted by FPs 4.At least 4 training workshops and roundtables convened	(S) Satisfactory. 1. Coordination between the focal points has been improved through working groups, multi-sectorial roundtables and training. Relevant tools have been developed to improve coordination multiple benefits from the three conventions. A working group with the Focal Points (FPs) of the Ministry of Environment (MoE) was created. The working group has been meeting regularly. 2. The project has supported the participation of three MoE representatives in international convention events. 3. Instead of contracting consultancies, the deliverables were elaborated by the CSOs. The focal points have provided feedback, reviewed and validated the deliverables, and recommendations have been taken into account and adopted, where relevant. For example, the UNCCD focal point has adopted the recommendations of CIEDUR, which recommended that the Land Neutrality Report takes ecosystems (rather than others, such as watersheds or land units), and this recommendation was adopted. Operational guidelines for monitoring conventions proposed by CIEDUR were also adopted. In addition, five deliverables of CEUTA (Uruguayan Centre for Appropriate Technologies) were elaborated with support and review of the UNFCCC-FP and five deliverables of Vida Silvestre Uruguay (VSUy) and three deliverables of Aves Uruguay with oversight of the CBD FP. 4. The project has conducted more than four training workshops and round tables, so this indicator has far exceeded the planned target.

Output 1.2. MoE achieves integration of Rio Conventions into norms, procedures, and instruments	1.Consultation is established between FPs and relevant units within MVOTMA 2.Improved knowledge and understanding of Convention benefits in environmental programs 3.Data, knowledge and human resources are enhanced	1. Comprehensive Capacity Building Plan developed and delivered 2.At least 1DINAMA senior staff attend Convention CC international events 3.Outputs of 2 consultancies adopted by FPs 4.At least 4 training workshops and roundtables convened 5. Three working groups convened and contributing to decision-making process	(MS) Moderately Satisfactory 1. The project assisted and helped convene and facilitate public consultation meetings on the Environmental Plan for Sustainable Development, called "Dialogues in the Territory". In addition to these events in Maldonado, Rocha Treinta y Tres and Montevideo, the project participated in three sessions of the Technical Commission for the Protection of the Environment (COTAMA), which is a consultative space with representatives of ministries, other government agencies, the University, business chambers and environmental NGOs. Likewise, the Ecosystems Division and the National System of Protected Areas (SNAP) of the MA, together with CSOs and the UC, have established mutual consultations and advice on spaces and mechanisms for civil society participation in environmental issues related to the three Conventions. At least five SNAP technicians have been trained on the Rio Conventions, gender and governance. In addition, they have supported local projects, both in formulating and implementing proposals. At the request of SNAP, support has been provided to strengthen the consultation in the field of the Protected Area expansion proposal made by DINAMA in the "Quebrada de los Cuervos" and in the proposed Management Plan for the Garzón Lagoon and in the proposed Protected Area. 2. With the support of ECCOSUR, an official from DINAMA's Biodiversity Division has participated in the "COP-MOP Global BCH Workshop". (Biosafety Clearing House of the Cartagena Protocol). 3. The deliverables were produced directly by the CSOs, instead of contracting consultancies. The focal points have provided feedback, reviewed and validated the deliverables generated by the CSOs and recommendations have been taken into account and adopted, where relevant. 4. The project has conducted more than four training workshops and roundtables, so this indicator has far exceeded the planned target.
Outcome 2. Capacity building for integration of Rio Conventions into national procedures and regulations in production sectors			
Output	Indicator	Target	Rating and Justification
Output 2.1. Public agencies mainstream global Convention provisions and benefits	1. Production-related agencies harmonize Convention-related information systems 2. Inter-agency dialogue and collaboration improved	1.Comprehensive Capacity Building Plan developed and delivered At least 3 senior staff of MGAP or other relevant agencies attend Convention CC international events 3 international conferences are organized 2. At least 3 senior staff of MGAP or other relevant agencies attend Convention CC international events 3. Three international conferences are organized	(MS) Moderately Satisfactory 1. Dialogue with the productive sectors has improved, and joint and collaborative work has been achieved on the three conventions between relevant institutions, particularly local governments and CSOs. However, articulation at the national level with the MGAP has not been realized. Other relevant institutions have been incorporated, such as the National Institute of Colonization (INC), local government development agencies, and collaborative work has been achieved with the "Grassland Alliance" (AUGAP). In addition, an agreement with Vida Silvestre Uruguay to implement the Rio Conventions through pilot projects in six private properties. 2. This target was dropped out. 3. The two international conferences have not taken place.

Output 2.2. Relevant agencies dialogue mechanisms improve integration and synergies regarding CC, BD, and LD	Convention-related dialogue mechanisms improve planning and delivery of public policies and programs	1. Technical Assistance is engaged and outputs adopted by agencies 2. At least 4 training workshops and thematic roundtables convened 3. Convention-related Permanent Working Groups established and providing relevant inputs to decision making	(MS) Moderately satisfactory 1. With the support of the AUCI, a compilation and systematization of cooperation projects between public agencies with competencies in the productive sector (MGAP and MIEM) have been carried out. The project has provided technical support to elaborate a report on the current regulations applicable to the National Environmental Plan for Sustainable Development (PANDS). The ECCOSUR-funded "Palm Cattle Ranchers" project contributed to the approval of a decree on the sustainable management of livestock in Rocha. 2. With the support of the project, the UNCCD national focal point held two workshops to carry out the Land Degradation Neutrality (LDN) process with the participation of the Ministry of Livestock, Agriculture and Fisheries (MGAP) as a key stakeholder. In the framework of the project, Aves Uruguay, with the support of AUGAP, INC, Agricultural Cooperative of Aiguá Ltda.(CALAI) and the National Institute for Agricultural Research (INIA), organize and carried out training, workshops, capacity building with grassland farmers, family farmers and local communities. The objectives of these workshops were to increase the level of knowledge about the three Rio Conventions, and sustainable production practices. In addition, to generating a map of stakeholders and exploring communication needs and synergies between the State, CSOs and farmers. Likewise, to inform about ECCOSUR support to CSOs. 3. Through the working agreement with Aves Uruguay, a training programme on grazing management in natural grasslands and the Conventions was delivered. In addition, the UNCCD Focal Point held a workshop with the support of the project to carry out the LDN process in Uruguay. This workshop brought together representatives from different divisions of the MoE (including the three PMs), MGAP, the Ministry of Foreign Affairs, FAO, UNEP and other relevant organizations. 4. The set of working groups with the productive sector has not been realized. Nevertheless, progress has been made in the joint contribution to decision-making processes in various inter-sectoral spaces, including dialogue and collaboration with the national programme Reducing Emissions from Deforestation and Forest Degradation (REDD+). Exchange meetings were held with the heads of the DGDR and Decentralization of the MGAP: four MGAP technicians have received training on the Rio Conventions, gender and governance in workshops organized by ECCOSUR. Some of them are also advising and supporting local projects. The project has also participated in the Working Group on Access Rights in the Environment, a space for inter-institutional collaboration and exchange on access to information rights, participation and environmental justice, convened by the National Human Rights Institution (INDDHH).
Outcome 3. Civil society contribution to sustainable development			
Ouput	Indicator	Target	Rating and Justification
Output 3.1. Civil Society Organizations (CSOs) contribution to inter-sectoral dialogue and capacity building	CSOs establish participatory mechanisms to facilitate inter-sectoral dialogue among public and private stakeholders	1.Fifteen thematic roundtables organized 2.Three conferences sponsored, of which at least 1 includes international speakers 3,Communication Plan developed and implemented	(S) Satisfactory 1. This output has developed satisfactorily and has fulfilled the essence of what was required to achieve the mechanisms for civil society participation and facilitate inter-sectoral dialogue. The objective has been largely exceeded. 2. A seminar has been held with international speakers and sponsors. 3. A structured communication plan has not been developed during the project. However, communication and dissemination activities have been carried out by project partners.

Output 3.2. Civil Society Organizations (CSOs) provide independent assessments and information regarding Rio Convention benefits and commitments	Los estudios analíticos de consulta e instrumentos de desarrollo de capacidades contribuyen a fortalecer el apoyo a las iniciativas de las CSO relacionadas con la implementación integrada de la Convenciones	1. A highly qualified team of local convention experts is identified and retained 2. Permanent CSO Working Groups established and providing inputs to Convention-related decisions 3. At least 4 comprehensive analytical studies conducted and disseminated 4. Six local and international consultancies carried out	(AS) Highly Satisfactory 1. y 2. A technical working group was established among the members of the CSOs (Vida Silvestre, CEUTA and CIEDUR). Each organisation follow-up one of the three conventions and has contributed technically and operationally to fulfil the obligations assumed by the country at the international level, making relevant recommendations. They have also participated in all ECCOSUR Steering Committee meetings. An enlarged group integrated with the NGOs and the Ministry of Environment (MoE) remained active and generated working synergies among its members. Several meetings and workshops were held to assess the country's progress in the Rio Conventions. 3. More than four studies have been carried out by CSOs. In addition, a Rio Conventions integration matrix has been elaborated, which demonstrates the collective work and a relevant contribution of CSOs to the synergy of the conventions and their implementation.
Output 3.3. Knowledge platform established to collect, disseminate and share information on CC Convention issues	Se diseñan e implementan plataformas de conocimiento permanentes para recopilar, difundir y compartir información sobre temas vinculados a las Convenciones, para monitorear la implementación de las obligaciones asumidas y para apoyar el diseño de estrategias y mecanismos de cooperación entre el Gobierno de Uruguay y la sociedad civil	1. At least ten documents related to synergies among conventions published 2. Database of Convention-related information is developed and maintained	3 (AS) Highly Satisfactory 1. The CSOs have created and validated the Convention Synergies Observatory as a collection and dissemination database of all information generated by the project and additional information related to the Rio Conventions. In addition, the project elaborates more than ten documents related to convention synergies.
Outcome 4. Model program for integrated local environmental management			
Output	Indicator	Target	Rating and Justification
Output 4.1. Support to decentralization process for incorporation of Rio Conventions into local planning and decision making	Local Governments of the Eastern Region are strengthened on actions and collaboration related to cross-cutting environmental matters	1. At least ten thematic training events and workshops are conducted 2. Two regional conferences are organized 3. Support to local government participation in national or international events in the region 4. Development and adoption of a regional report on convention-related challenges and opportunities	(AS) Highly Satisfactory There has been a significant strengthening of local governments in the Eastern region, with the implementation of activities for environmental management and the local impact of compliance with the Rio conventions. The local governments of the Eastern of the country (Maldonado, Rocha Lavalleja and Treinta y Tres) participated in the Steering Committee and supported the organization of workshops with local organizations. In particular, the government of Rocha provided technical support to local organizations for the presentation of ten projects for ECCOSUR funding. The government of Lavalleja supported the project "Strengthening urban gardens and composting programme" with the support of CEUTA. The government of "Treinta y Tres" supported the project "A path towards the integrated management of household solid waste". The government of Rocha supported the project "Improving vulnerability to climate change of the family gardens of the productive standard project". Finally, the local government of Maldonado supported the project "Environmental Education". All the local governments strengthened their capacities through sharing experiences, working with the Territorial Group (GT) and receiving technical assistance from the project and the university.

Output 4.2. Understanding, awareness and integration of global Rio Conventions is enhanced in local academia, students and population	Local environmental education and awareness programs promote Rio Conventions' integration and knowledge	1. At least 10 scholarships awarded to local graduate students in support of cross cutting themes 2. A minimum of 100 professionals participating in seminars on convention-related environmental topics	(AS) Highly Satisfactory The MoE and East Regional University (PMURE, by its Spanish acronym) signed an agreement so that young professionals recently graduated with a Bachelor's Degree in Environmental Management (LGA) can obtain work scholarships to monitor and follow up pilot projects. In addition, under this agreement, professors and specialized technicians provided technical assistance to projects in the Governments of Lavalleja and Treinta y Tres. Within the framework of this agreement, meetings, workshops and training activities were held on the three Rio Conventions and their synergies, and the administration and governance of civil society, among others. The fellows worked together with a mentor teacher.
Output 4.3. Innovative Rio Convention-related initiatives are identified and supported	Local Communities receive support to undertake cross-cutting initiatives linked to global Convention commitments	Support to a minimum of 40 demand-driven community subprojects prepared, selected and implemented by rural, urban or coastal communities living in the Eastern region	(S) Satisfactory Significant progress has been made with local projects. With the support of the Small Grants Programme Uruguay (SGP - UNDP GEF), a call for projects was made in two competitive lines: - "Local Socio-environmental Management Projects " (PLGSA) with a maximum amount of US \$ 15,000 - "Organizational Strengthening Projects" (PFO) with a maximum amount of US \$ 50,000. Twenty-five projects were funded on different environmental issues that address issues of the Rio Conventions. The projects addressed many environmental local problems.

4.3.3 Relevance

The project is relevant to the priorities identified in the country's national development strategy, and it is consistent with UNDP priorities agreed with the government. The overall project concept is relevant to Uruguay's national circumstances and main environmental problems. The project takes into account the guidelines included in the Protected Areas Law, the National Communications to the three UN Rio Conventions, the Technical Advisory Commission for the Environment (COTAMA), the National Climate Change Response Plan (2010), the National Renewable Energy Plan (2008), the Energy Policy 2005- 2030, the National Action Plan to Combat Desertification and Drought, the National Action Plan on Environmentally Sustainable Production and Consumption (2010) and the National Biodiversity Strategy 2015-2020.

The project also represents a follow-up to the National Capacity Self-Assessment (NCSA) by addressing its most relevant findings and recommendations about capacity development needs concerning the three Conventions and to the National Climate Change Response Plan, in particular regarding promoting capacity development and joint work between civil society and the public sector to address integrated cross-cutting approaches at different levels of society (national, regional, local, academic, educational and community-based groups).

Furthermore, the project strategy is consistent with the GEF's Cross-Cutting Capacity Development Strategy (CCCD). The project is also in line with UNDP's main strategic lines of action, particularly about strengthening environmental sustainability and the implementation of the 2030 Agenda. Likewise, the project strategy is consistent with the GEF's Cross-Cutting Capacity Development Strategy (CCCD). The project is also in line with UNDP's main strategic lines of action, particularly about strengthening environmental sustainability and the implementation of the 2030 Agenda.

The project was designed and implemented according to the United Nations 2030 Agenda for Sustainable Development and the United Nations Strategic Framework for Development Cooperation in Uruguay 2016-2020 (UNSDP). In particular, it addresses objective 1.1. "The country has strengthened its capacities and institutions to ensure the conservation and sustainable use of natural resources including water, ecosystem services, pollution prevention and sustainable energy generation and use, promoting local development and the promotion of sustainable livelihoods".

The project has made a highly relevant contribution to the expected output of this strategy "Local communities with strengthened capacities to design and implement sustainable environmental management initiatives that contribute to improve biodiversity conservation, combat the effects of climate change and desertification".

El proyecto ECCOSUR se alinea completamente con los intereses del país que incluyen la protección ambiental y la mitigación y adaptación al cambio climático, la necesidad de fortalecimiento de las capacidades de los sectores público y privado de Uruguay para mejorar aspectos de políticas, conocimiento e implementación de las convenciones ambientales globales.

The project can also make a relevant contribution in terms of lessons learned for the coordinated and articulated implementation of the Rio Conventions. The choice of most of the project interventions, namely the pilot projects and the institutional strengthening of the project agencies as a mechanism to promote sustainable development, were appropriate and relevant to the needs and circumstances of the project stakeholders, both in government and in local communities.

All evidence demonstrates that the project is highly relevant to Uruguay and the stakeholders. Furthermore, it addressed the needs of the beneficiaries and the specific needs selected by the

communities. The project represents a qualitatively relevant contribution to the country by strengthening relevant public institutions and generating instruments of national scope and achievements in local experience.

Based on the above, on the relevance of the project design, including compliance and linkage to UNDP's strategic areas and SDGs, the choice of project interventions, the selection of project sites and partnership arrangements, the project is rated as highly relevant.

4.3.4 Effectiveness and Efficiency

4.3.4.1 Effectiveness

The evaluation identified the following observations related to the effectiveness of the project:

- o The project has made tangible progress towards achieving its objectives.
- o Despite the COVID-19 pandemic and changes in the national and local government administration, the project has engaged stakeholders, achieved good results and reached many planned outputs, showing high efficiency in implementation in the last years of the project implementation.
- o Most of the planned outputs have been achieved, with some remaining activities for the end of the project.
- o The project partnerships were able to establish themselves during the project, overcoming the obstacles encountered in the first years, and achieving joint learning to work together, which represents an asset of the project implementation.
- o Civil Society Organization, local communities, government agencies, and academia worked in complementarity in exchanging knowledge and experiences under an integrated approach at different levels.
- o The project effectively harnessed groups, knowledge, activities and funding for pilot projects developing sustainable models on the ground.
- o The project management unit was housed in the government premises. The project stakeholders mobilized co-financing resources properly.
- o Policy documents, frameworks, tools and guidelines were elaborated and delivered by the project.
- o The project can become a relevant reference at the national and regional level in terms of articulation and co-management of projects between governments and CSOs, providing lessons learned, successful experiences and tools for resolving the obstacles and barriers.

4.3.4.2 Efficiency

The efficiency of the project has been increasing over the years of implementation. At the start, the project activity was low, and the disbursement rate in the first year was only 6.65% of the expected budget.

The disbursement has risen year after year, reaching 51.4% expected in 2018, and in 2019 it is executed above the expected, with 114.27%, overcoming the under-execution. Since then, the project has achieved an acceptable disbursement rate. In December 2021, the project disbursed approximately 84% of the GEF funds. The remaining funds are committed to different activities, so the operational closure in March 2022 will likely be very close to 100%.

In addition, the evaluation identified the following observations on the effectiveness of the project:

- o The commitment of the project partners based on the project agreement provided the

fundamental framework for partnership efficiency that was instrumental in achieving most of the planned activities.

- o The project exercised flexibility using the financial resources, influenced by the value and relevance of the project interventions for the beneficiaries and the project objectives, especially considering the needs of civil society organizations and local projects.

- o The project has implemented all activities with the allocated GEF resources. Project stakeholders carried out new additional activities with their resources.

- o Considering the relatively limited resources, the project has productively focused on actions at the local level to revitalize communities and sustainable livelihoods and raise awareness within government and communities about the Rio conventions and their core issues.

- o Annual work planning and budgeting was carried out as planned.

- o The project had the support of partners linked to international cooperation (AUCI, Ministry of Foreign Affairs) and high-level government officials from different related areas. The partnership and inter-sectoral collaboration contributed to facilitating the management of the project and solving the obstacles and governance problems.

4.5 Overall Project Outcome

Based on the considerations described above, the overall result of the project is rated in table 9.

Table 9. Overall Project Outcome Rating

Assessment of Outcomes	Rating
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Project Outcome Rating	Satisfactory

4.6 Sustainability

Sustainability is the possibility of maintaining the achievements and benefits after the operational closure of the project. In this sense, as strengths, it is possible to remark:

- 1) The generation of networks and the articulation of sectors created by the project;
- 2) The knowledge, professionalism, and scientific capacity of the working teams of the CSOs and universities involved;
- 3) The commitment of the stakeholders and local communities.

Dado que el proyecto estuvo fuertemente basado en el desarrollo de capacidades, el enfoque principal del proyecto en cuanto a la sostenibilidad es haber creado capacidades en los distintos actores para que se garanticen la auto-sostenibilidad de los logros del proyecto a mediano y largo plazo.

The sustainability of achievements beyond the end of the project is supported by a solid normative and institutional framework and a detailed needs assessment. On the other hand, the need for better coordination and an enabling environment for sustainability was identified in the NCSC as a national priority.

The project was developed as a public-private partnership in response to these needs. Consequently, the project is part of the government's strategy to address these needs, providing excellent opportunities to institutionalize the results, thus contributing to the long-term sustainability of the project's achievements.

The project objective is to improve coordination between the key organizations and improve the policies for the management of the Rio conventions. Through the implementation process carried out within these organizations, their capacities were developed, and at the same time, the results and achievements were institutionalized.

Despite the high level of commitment and the significant base developed for the sustainability of project benefits, a certain amount of new and additional resources will be required. Resource mobilization will be necessary to sustain some of the project outcomes and develop comprehensive strategies to identify resources from the government, the private sector and the development assistance.

As stated in the UNDP-FMAN guidance for final evaluations, sustainability is considered the likelihood that the benefits will continue after the end of the project. Accordingly, the sustainability assessment addresses risks that may affect the continuation of project results. The risks associated with sustainability are as follows:

a) Financial Risk: Stakeholders are keen to continue with the project activities using their financial resources. In this sense, the financial risks are limited, and no significant financial risks have been identified. Financial sustainability is likely throughout many successful activities at the local level. However, the project needs to design a mechanism to mobilize new funds and gather wills to give continuity carried out at different levels of government and other sectors. The development of a resource mobilization strategy is required to ensure medium to long-term work, mobilizing and engaging all sectors. Therefore, financial sustainability has moderate risks and is rated as likely.

b) Socio-political Risk: Despite the political change in the country and the consequent change in high-level public positions, there has been a continuity of technical staff. In this situation, after the change of authorities, there has not been a complete "start from zero". Assessment does not foresee significant social or political risks to the ongoing efforts. Nevertheless, the project will not impact if national and local government support does not continue in the long term through advocacy, technical support and cooperation with civil society organizations. The articulation between the sectors needs to be promoted by stakeholders to sustain the project's achievements.

c) Institutional framework and governance risk: Stakeholders are interested in continuing working with the same objective. The project results have already established the necessary institutional capacities and infrastructure that are the basis for the project sustainability. The need for a virtuous articulation of the different sectors has been initiated and will continue with other projects and new activities.

d) Environmental risk: No evidence of any significant environmental risk poses a threat to the sustainability of the project results.

An assessment of sustainability concerning the four risk categories is presented in Table 10.

Table 10. Sustainability rating

Sustainability	Rating
Financial	Moderately Likely
Socio-Political	Likely
Institutional Framework and Governance	Moderately Likely
Environmental	Likely

4.6.1 Gender and Cross-cutting Issues

The project has not incorporated a gender approach per se since its formulation, nor has it made a specific plan for a gender approach. Gender was not an explicit objective of the project, but it still considered women and girls a priority group of interest in its goals. The project did not carry out a gender analysis at the outset because it was not considered in the project design phase. Gender was not mainstreamed as a cross-cutting theme, nor have other cross-cutting themes been directly incorporated.

However, as of 2019, a gender and human rights approach has been incorporated as cross-cutting themes in local projects and ECCOSUR's work plans. Several gender-specific activities were implemented by project partners, including training workshops on gender and environmental justice. Workshops aimed to promote capacities for the integration of gender in the Rio Convention. Likewise, one of the local projects included gender training in its work plan. On the other hand, gender-disaggregated statistics of leaders and participants in project activities were recorded. The project shows the balanced participation of women and men.

4.6.2 Country Ownership

The project was inserted as foreseen in the PRODOC in the Ministry of Environment, articulating between different actors and sectors in environmental issues of importance for the country. Also, the project tune with the strategic guidelines and priorities included in the Law on Protected Areas, the National Communications to the three United Nations Rio Conventions, the Technical Advisory Commission on the Environment (COTAMA), the National Climate Change Response Plan (2010), the National Renewable Energy Plan (2008), the Energy Policy 2005- 2030, the National Action Plan to Combat Desertification and Drought, the National Action Plan on Environmentally Sustainable Production and Consumption (2010) and the National Biodiversity Strategy 2015-2020.

The project has worked in coordination with the most relevant and pertinent institutions of the public, social and private sectors, most of which also belong to and participate in the SC: the Uruguayan Agency for International Cooperation (AUCI), the Environment Directorate of the Ministry of Foreign Affairs, the Ministry of Livestock, Agriculture and Fisheries (MGAP), the Ministry of Industry, Energy and Mining (MIEM), the CSOs CEUTA, CIEDUR, Aves Uruguay, Vida Silvestre, Fundación Ecos, and the departmental governments of Lavalleja, Maldonado, Rocha and Treinta y Tres, the Universidad de la Empresa (UDE) and the Centro Universitario Regional del Este de la Universidad de la República (PMURE/UDELAR).

CSOs, consultants and universities have been contracted to carry out operations, and there have been experiences of sharing information and disseminating results at national and local levels. Based on the interviews conducted with the strategic stakeholders, progress has been verified, especially among the focal points and CSOs related to the three conventions, in the generation of spaces of trust and joint work that may allow for better achievements in the future.

It should also be mentioned that, despite the changes of authorities, the technical capacities generated and the articulation networks allowed for the continuity and sustainability of the project's progress. All the institutions involved showed great interest in continuing the project's actions and objectives. The interviewees qualified the work as very important and, in general, pointed out that there is still a huge amount of work to be done. The interviews carried out showed the willingness and interest of the actors involved to continue to carry out joint actions after the end of the project.

4.6.3 GEF Additionality

The project added value to existing activities and promoted new activities that required an initial financial incentive to its long-term sustainability. The project represents a highly relevant and significant complement to the baseline. The evaluation identified the following elements for each of the six areas of GEF's additionality:

Areas of GEF's additionality	Elements identified by the evaluation
Environmental	GEF funding was targeted to activities that provide global environmental benefits in synergy. The project contributes to the country's overall sustainable development by promoting cross-convention synergies and cross-sectoral coordination.
Legal/Regulatory	The GEF contribution built capacities to align global environmental priorities within national programs and plans, setting a robust platform for effective and efficient multi-sectoral dialogue and creating inter-institutional alliances that strengthened the planning and regulatory mechanisms at all levels.
Institutional/ Governance	The project has shown many collaborative efforts and mechanisms to avoid duplication within the public sector and civil society. By developing capacities for improved mainstreaming of environmental policies and programs into relevant ministries and inter-ministerial initiatives, Uruguay can integrate and institutionalize public decision-making for MEA implementation and compliance.
Financial	The incremental financing of both GEF and co-financing complement the baseline by focusing on strengthening capacities to operationalize cross-sectoral and inter-institutional mechanisms.
Socio-Economic	The project has improved the local decision-makers and municipal staff capacities and enhanced the participation and empowerment of underrepresented and vulnerable groups. In addition, the project has funded local initiatives that promote improved soil and waste management, better adapted to climate variability, and biodiversity conservation that generated enhanced livelihoods of the entire communities.
Innovation	Several ongoing projects in Uruguay are addressing global environmental issues but focus on individual convention objectives. The project's focus on cross-cutting capacity building and the public-private partnership responds to the innovation additionality of GEF funding, as no other ongoing initiative in Uruguay is focused on these two features.

4.6.4 Catalityc Effect / Replicability

Replicability of project activities and achievements is likely to occur in three dimensions. At the national level in Uruguay, through the adoption of project strategies and methodologies to address other cross-cutting development issues, both public and private sectors. At the local level in the Eastern Region of Uruguay, through the replication of the decentralized capacity building to other departments and regions of Uruguay, and finally, at the regional and global level in Latin America and the world, through the exchange of experiences and transfer of project achievements and lessons learned to other countries.

This project catalyzes a longer-term approach to sustainable development by strengthening a multi-sectoral coordination mechanism and improving the enabling environment for the Rio Conventions. Scaling up is needed to enhance environmental governance at the local level. Capacity-building activities and future pilot projects to strengthen the capacity of local communities to protect and conserve their natural resources on the ground can build on the results, experience and tools of the project.

5 Conclusions, Recommendations and Lesson Learned

5.1 Conclusions

The project has made significant progress in the coordination between the state and CSOs to strengthen the implementation of the Rio conventions. Stakeholders have developed tools and local level projects which demonstrate compliance with the three Rio Conventions.

The project strategy has directly addressed the capacity building requirements of the 3 Rio Conventions in the five types of capacities: a) Stakeholder participation, b) Information and knowledge management, c) Monitoring and evaluation, d) Environmental governance, e) Organizational skills.

The project has created networks and a platform for collaboration between stakeholders from different sectors. ECCOSUR has strengthened governance through a "learning by doing approach" and an Executive Committee and a Territorial Group. On the other hand, the project has generated outstanding products such as the Uruguay Convention Integration Matrix, the Rio Conventions synergies observatory, and a diversity of local projects, ranging from productive sectors, waste issues and ecosystem conservation and environmental education, among others.

The call and awarding of projects at the local level has allowed the implementation of a wide range of pilot activities in the field. Working together with many local civil society organizations and small producers in the eastern region of the country the project has been accomplished more than twenty local initiatives. In this initiative, the project has benefited from the experience of the Small Grants Programme (SGP) implemented by UNDP and financed by the GEF. This experience in planning, designing and implementing socio-environmental projects was fundamental for reaching the territory with concrete projects for local communities, promoting participation, flexibility and transparency. The ECCOSUR project used the experience and strategy of the PPD to carry out calls for projects and to award them in a transparent and balanced way. The synergy represents a relevant learning experience for future projects in Uruguay and the region.

The governance allowed for multi-stakeholder, multi-sectoral and multi-level management with a representation of each in the steering committee. Such a complex steering committee has meant a collaborative "learning by doing" between civil society and government institutions. The project has also managed to overcome other obstacles, such as changes in government authorities and the COVID-19 pandemic. Political changes in the national and local governments at the beginning of 2020 imposed delays and management challenges. Similarly, the pandemic has been an obstacle due to restrictions imposed on the movement of people and face-to-face meetings, including affecting local projects that included collective face-to-face activities. The pandemic also affected government activities, mainly focused on the pandemic emergency. In addition, many stakeholders were negatively affected by the economic problems resulting from the pandemic.

However, the evaluation identifies some weaknesses. The lack of a structured internal and external communication plan and delays in the formulation of the project and the first year of the project are some of the most relevant setbacks. From the beginning of the project and during several moments of its life, the Steering Committee has had problems in making

timely decisions, which has affected the operational management of the project. There were conflicting visions among some civil society partners and limitations in the implementation capacity of some of them, which forced the coordination unit and UNDP to assume management and conciliation tasks. Other relevant project partners such as AUCI and PMURE also assumed roles in supporting the conciliation and monitoring of the project, which contributed significantly to improving project management.

The project strategy, broad in its definition, allowed for the search for various ways of producing these collaborative and learning networks. However, in the wording of the outcomes, these issues are reflected in a rather broad and generic manner. Furthermore, there is low consistency between the objective and its outcomes and the project's indicators and targets, which has led to additional difficulties in project management and monitoring. The logical framework presents deficiencies that were not adjusted during implementation, leading to weaknesses in the project strategy.

Beyond the shortcomings mentioned above, the project has been satisfactorily implemented and has achieved results beyond those foreseen. In many aspects, the project could become an example in the co-management of projects between civil society organizations and the state at different levels. Despite deficiencies in the initial design with which the project has coexisted since its beginning, it has achieved evident successes in many aspects, especially in its general objective of generating multi-sectoral and governmental coordination with civil society. The evidence shows a satisfactory implementation, with significant progress in some outcomes. Others outcomes have more limited advances regarding the targets established in the logical framework. Despite deficiencies in the initial design with which the project has coexisted since its beginning, it has achieved evident successes in many aspects, especially in its general objective of generating multi-sectoral and governmental coordination with civil society. The project has produced many relevant results, inter-alia the Convention Integration Matrix, the Rio Conventions synergy observatory and a large diversity of local projects.

The SC has initiated a systematization process of all project experiences. The process will contribute to a synthesis of the stakeholder's experience who participated in the project and will be a relevant legacy of the project. However, the project has not elaborated an appropriate exit plan to ensure wide dissemination of the systematization experience and make the achievements visible to the whole of Uruguayan society. It is necessary to finalize and complement it with actions to ensure the sustainability of the outcomes in the medium and long term.

Moreover, the project shows several intangible impacts that will influence the environmental practices in the coming years. The project has had a relevant impact on several local communities, starting processes that will impact many people beyond the stakeholders involved in the project. The issue addressed by the project is a long-term one, and capacity building on the subject has only just begun and will need to continue over the years to come.

5.2 Recommendations

The following recommendations provide concrete, practical, and feasible suggestions enabling stakeholders to maintain, strengthen and expand project benefits. The short- and medium-term recommendations are presented in Table 11. In addition, lessons learned and suggestions for future programming were elaborated.

Table 11. Recommendations

Rec#		Entity Responsible	Timeline
1	<p>Project exit plan</p> <p>Develop a detailed exit plan to guide future activities and next steps towards the implementation and synergies of Rio Conventions in the country. The project currently has no clear exit strategy. It is recommended that the project identifies a roadmap for the way forward, focusing on critical milestones to achieve the long-term objectives. This roadmap should also include the reinforcement of achievements supported by the project and could help the Ministry of Environment keep this priority on its agenda in the years to come. It is recommended that the SC continues to function in some way after the end of the project, continuing public-private coordination functions.</p>	<i>PMU with support of all stakeholders</i>	<i>March 2022</i>
2	<p>Communicating project results</p> <p>Develop a public communication strategy to disseminate the results and relevance of the project. It is recommended to develop a dissemination plan for all the tools developed by the project to ensure that future initiatives are based on the project results as input.</p> <p>Continue to engage stakeholders and support better inter-institutional communication at the national level. Active involvement of all government agencies and stakeholders at the local level to ensure the project ensure, in particular, that the momentum gained is maintained.</p> <p>In addition, awareness-raising activities need to be extended to the general population.</p> <p>Develop actions to raise awareness and promote successes and achievements by highlighting the importance and relevance of mainstreaming the Rio Conventions in different spheres of society.</p> <p>Also, to develop a process of international dissemination of the results and benefits of the project.</p> <p>Many of the CCCD projects at the global and regional level have a similar approach and have developed toolkits, frameworks, legislation and training manuals and materials. Countries could benefit from these developed materials, and cross-country knowledge sharing and south-south</p>	<i>Uruguayan Government with UNDP support for public dissemination</i>	<i>2022</i>

	cooperation are highly recommended.		
3	Resource mobilization Develop a strategy for resource mobilization and financial sustainability. It is recommended to develop a project concept to promote the synergies of the Rio Conventions and the mobilization of resources for implementing them in Uruguay.	<i>SC Members</i>	<i>Marzo 2022</i>
4	Gender The role of women in natural resource management in Uruguay is critical. It is recommended to strengthen gender mainstreaming in Rio Conventions and other projects related to the Global Environmental Agreements in Uruguay. Ideally, projects should go beyond collecting disaggregated data on the number of men and women in a project's events or activities but ask questions about why and how this impacts women. Reporting on the number of women does not describe the impact on gender equality that this experience can have on both the individual and the surrounding community. There is a need to measure more than women's participation. This project offers a unique opportunity for women's voices and stories to be heard and highlighted. It is recommended in project dissemination to use the voices of women involved in the project, identifying impacts and needs for the promotion of gender equality and the empowerment of women and girls.	<i>Uruguayan Government</i>	<i>2022</i>
5	Monitor medium and long-term benefits of the project Due to the lack of field visits to the target local communities in this evaluation, it would be interesting to carry out a post-evaluation study in the coming years to quantify and report on the medium and long-term impacts of the project and the sustainability of the achievements on the ground.	<i>Uruguayan Government</i>	<i>2023-2024</i>

5.3 Lessons Learned

- o As a CCCD project, which is multi-focal and multi-sectoral, it needs special attention during project design, monitoring, and evaluation. Enhance support should be provided in the project inception phases to ensure proper development and launch.
- o In projects of this complexity, it is essential the logical framework review and validation at the beginning of the project. In this manner, the project can manage the necessary updates from the outset to avoid subsequent problems that could lead to a loss of effectiveness and efficiency.
- o Improving coordination between National Focal Points is a critical area of lessons learned. This project helped the Focal Points to see the need and benefits of synergy, and they have even used the collaborations to improve reporting and monitoring. Regular meetings and intra- and inter-institutional communication also improve collaboration and reduce duplication of efforts.
- o The project faced challenges in its implementation due to governance issues. It is critical to conduct thorough capacity assessments of the implementing organizations and proposed governance structures.

ANNEXES

Annex 1: Terms of Reference of the Evaluation

Annex 2: Evaluation Criteria Matrix

Annex 3: Assessment scales

Annex 4: Timeline of Evaluation Activities

Annex 5: List of Documents Reviewed

Annex 6: List of Individuals Consulted

Annex 7: Consultant's Code of Conduct Agreement Form

Annex 8: Evaluation Report Authorization Form

Annex 9: Audit Trail

Annex 10: Co-financing Table

Annex 1: Terms of Reference of the Evaluation

I. INTRODUCTION
<p>Title: International Consultant for the Terminal Evaluation of the UNDP-GEF Project URU/16/G32 "Improved Coordination of the Rio Conventions for a sustainable growth in Uruguay (ECCOSUR)"</p> <p>Supervisor: Programme Analyst of the Environment and Natural Resources Area of UNDP</p> <p>Type of Contract: Individual Contractor Contract (IC)</p> <p>Duration of the contract: Estimated maximum 35 days of consultancy within 90 calendar days.</p> <p>Location: Remote, consultant's location</p> <p>Estimated start date: early August 2021</p>
II. PROJECT BACKGROUND
<p>In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full-sized project titled Improved Convention Coordination for Sustainable Growth in Uruguay (ECCOSUR) (PIMS 5226) implemented through the Ministry of Environment. The project started on the 15th September 2015 and is in its 6th and last year of implementation. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'.</p> <p>The ECCOSUR project started in March 2017 with a total resource allocation of USD 3,725,430 and is currently in its fifth year of implementation. The project objective is to develop innovative mechanisms for increasing environmental benefits and sustainable growth in Uruguay.</p> <p>This will be achieved through a set of coordinated activities, which will strengthen the capacities of public and private institutions to establish better consultation mechanisms and incorporate environmental considerations into the decision-making process for the sustainable development of the country. The project supports a strategy that integrates innovation, science, knowledge, governance and participation into the environmental dimension of sustainable development. To this end, the project has been structured in the following Outcomes:</p> <ol style="list-style-type: none"> 1. Support for the coordinated implementation of international agreements by the environmental authority; 2. Capacity building for the Rio Conventions mainstreaming into national procedures and regulations in the production sectors; 2. Capacity building for the integration of the Rio Conventions into the national procedures and regulations of the productive sectors; 3. Contribution of civil society to sustainable development; 4. Model programme for integrated environmental management at the local level. <p>The project is implemented by the Ministry of Environment, with a close partnership of civil society organizations.</p> <p>For more information, see the project document at: https://info.undp.org/docs/pdc/Documents/URY/U16G32A.pdf</p>
III. TE PORPUSE
<p>The overall objective of TE is to review the achievements made to deliver the specified objectives and outcomes of the project. The TE will also establish the effectiveness, efficiency, relevance, performance and success of the project, including the sustainability of results and the project exit strategies. The TE will draw and analyze lessons learned through the project and best practices pertaining to the strategies employed, and implementation arrangements, which may be utilized to inform future programmes.</p>

To achieve the objectives of TE described above, the TE evaluator will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the consultant considers useful for this evidence-based review), and summarise assessment methodologies, results, and recommendations in a report. The TE report should promote accountability and transparency and assess the extent of project accomplishments.

IV. TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable and useful. The TE evaluator will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP), the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based evaluation. The TE evaluator will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE evaluator is expected to follow a participatory and consultative approach ensuring close engagement with the Project Evaluator, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to: the members of the Steering Committee, members of the Project Technical Committee, other technicians and officials and task team leaders/outcomes, key experts and consultants in the thematic area, project beneficiaries, technicians from local governments, the academic sector, and local CSOs, etc. All these meetings will be held virtually and will be coordinated by the Project Coordinator.

The specific design and methodology for the TE should emerge from consultations between the TE evaluator and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE evaluator must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE evaluator.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

V. INFORMATION

El documento del proyecto se puede acceder a través del siguiente link: <https://info.undp.org/docs/pdc/Documents/URY/U13G35A.pdf>

La evaluación final evaluará el desempeño del proyecto en función de las expectativas establecidas en el Marco lógico/Marco de resultados del proyecto. La evaluación final evaluará los resultados de acuerdo con los criterios descritos en la Guía de evaluaciones finales para proyectos respaldados por el PNUD con financiación del FMAM (http://web.undp.org/evaluation/guideline/documents/FMAN/TE_GuidanceforUNDP-supportedFMAM-financedProjects.pdf).

VI. TIMEFRAME

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE evaluator clarifies objectives, methodology and timing of the TE	No later than 10 days before the contract start	TE evaluator submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	Within 20 days of the contract start	TE evaluator presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (<i>using guidelines on report content in ToR Annex C</i>) with annexes	Within 50 days of the contract start	TE evaluator submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (<i>See template in ToR Annex H</i>)	Within 80 days of the contract start	TE evaluator submits both documents to the Commissioning Unit

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.²

** All reports must be written in Spanish. Once the final report has been approved, it must be translated into English by the selected consultant.

The delivery of the reports will be in digital form by e-mail. The approval of each report by the UNDP Programme Analyst in the area of environment and natural resources (in conjunction with the Project Coordinator) will be a requirement for payment, who will have 4 days to review and make observations. After this period and in the absence of any communication, the product/milestone will be considered approved.

The consultant will have 3 days to make the requested modifications and/or corrections.

If the observations persist, the above mentioned revision procedure will be repeated. The deadline for completion of the contract must be taken into consideration.

¹ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

VII. TE ARRANGEMENTS		
<p>La principal responsabilidad de la gestión de la evaluación final recae en la unidad encargada. La unidad encargada de la evaluación final de este proyecto es la Oficina del PNUD en Uruguay, en particular el Analista de Programa del área de Ambiente y Recursos Naturales del PNUD en conjunto con la Coordinación del Proyecto.</p> <p>The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is the UNDP Uruguay. The Commissioning Unit will contract the evaluator and ensure the timely provision all relevant documents and set up stakeholder interviews.</p>		
VIII. PAYMENT SCHEDULE		
<p>From the date of signature of the commitment, the consultancy is 90 days maximum. The contract includes the fees, expenses, stay, and corresponding taxes required for the activities foreseen.</p> <p>Payments will be made in US dollars, according to the following schedule:</p> <ul style="list-style-type: none"> • 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit • 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit • 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail <p>Payments will be made only upon presentation of the Payment Certificate issued in the name of: UNDP-GEF URU/16/G32 "Improved Coordination Rio Conventions for Sustainable Growth in Uruguay (ECCOSUR)", to the bank account of the Individual Contractor.</p>		
IX. PERFIL		
<p>The evaluator will be an independent, international (not local) consultant with experience and exposure to projects and evaluations at the regional and/or global level, who should meet the following requirements and have the following profile:</p>		
<p>Education</p> <ul style="list-style-type: none"> • University professional with a specialisation in environment, natural resource management, sustainable development, territorial development, or another field closely related to the project. <p>Experience</p> <ul style="list-style-type: none"> • Work experience in hazardous waste management for at least 10 years; • Relevant experience with results-based management evaluation methodologies; • Experience applying SMART indicators and reconstructing or validating baseline scenarios; • Competence in adaptive management; • Experience in evaluating projects; • Experience in relevant technical areas for at least 5 years; (5%) • Demonstrated understanding of issues related to gender and climate change; experience in gender responsive evaluation and analysis; • Excellent communication skills; • Project evaluation/review experience within United Nations system will be considered an asset. <p>Language</p> <ul style="list-style-type: none"> • Fluency in Spanish and English languages is a must 		

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The TE evaluator will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

X. CRITERIA FOR EVALUATION OF PROPOSAL

Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

Annex 2: Evaluation Criteria Matrix

Evaluation criteria	Questions	Indicators	Sources	Methodology
To what extent do the objectives of the ECCOSUR Project correspond to the expectations of the Implementing Partner and stakeholders, country needs, global priorities and UNDP/FMAN policies?				
Relevance Sustainability	To what extent has the formulation and implementation of the ECCOSUR Project been aligned with national policies and priorities and the needs of the main beneficiary?	<ul style="list-style-type: none"> Consistency of national policies and priorities and the needs of the principal beneficiary 	<ul style="list-style-type: none"> ECCOSUR Project Documents National Documents Political and technical representatives of the Lead beneficiary 	<ul style="list-style-type: none"> Interviews with key stakeholders Documentary analysis Triangulation of information
Relevance	How does the ECCOSUR Project correspond to UNDP's global priorities and policies?	<ul style="list-style-type: none"> Consistency between UNDP's Global Priorities and Policies and the ECCOSUR Project's Prodoc Priorities 	<ul style="list-style-type: none"> Project document CPD Uruguay National Documents UNDP representatives Political representatives and technicians from Principal Recipient 	<ul style="list-style-type: none"> Interviews with key stakeholders Documentary analysis Triangulation of information
Relevance Sustainability	How does the ECCOSUR Project correspond to the priorities and interests of the other strategic actors involved in the project?	<ul style="list-style-type: none"> Consistency between UNDP's Global Priorities and Policies and the ECCOSUR Project's Prodoc Priorities 	<ul style="list-style-type: none"> Official documents and programming documents of the other actors involved in the project Project document (Prodoc) 	<ul style="list-style-type: none"> Interviews with key stakeholders Documentary analysis Triangulation of information
Relevance Integral Analysis	How does the hypothesis implicit in the ECCOSUR Project's "Theory of Change" provide sound and realistic assumptions and projections for solving fundamental problems posed in the Prodoc? fundamental problems raised in the Prodoc?	<ul style="list-style-type: none"> Expected results of the project Barriers and problems identified in the ECCOSUR Project. 	<ul style="list-style-type: none"> ECCOSUR Project Documents Interested and involved in ECCOSUR Project projects Technicians private and public specialists Project Coordination Political and technical representatives of the Lead beneficiary and the strategic actors involved. 	<ul style="list-style-type: none"> Construction of the "logic model" and analysis of the results chain, in terms of the causal relationship between inputs, activities, outputs, results (specific objectives) and expected impacts (development objectives) Analysis of the ECCOSUR Project approach and implementation methodology. Interviews with key actors Documentary analysis Triangulation of information

Criteria for evaluation	Questions	Indicators	Sources	Methodology
Relevance Integral Consistency	<p>General question Do the sequence of objectives, indicators and targets at different levels of the ECCOSUR Project meet the criteria of realism, clarity and internal coherence?</p> <p>Specific questions.</p> <p>How valid did the indicators, assumptions and risks set out in PRODOC prove to be?</p> <p>How realistic did the logic of results chaining set out in PRODOC turn out to be?</p> <p>How relevant and valid in terms of quality are PRODOC's indicators, targets and expected outcomes?</p> <p>How far is the existence of baseline data and access to information satisfied through the means and sources of verification?</p>	<ul style="list-style-type: none"> Inputs, activities, outputs, outcomes (specific objectives) and expected impacts (development expected impacts (development objectives)) Targets, indicators, assumptions and risk factors. Logic of the chaining of results 	<ul style="list-style-type: none"> Project document Interested and involved in the projects UNDP representatives Technicians private and public specialists Project Coordination Political and technical representatives of the Lead beneficiary and the strategic actors involved. 	<ul style="list-style-type: none"> Analysis of the realism shown in the choice of projects and their internal coherence. Analysis of the validity of indicators, hypotheses or assumptions and risks; Analysis of the vertical logic: analysis of the contribution of the projects to the satisfaction of indicators and objectives of the ECCOSUR Project. Horizontal logic analysis: by checking the relevance and quality of indicators, existence of baseline data and access to information through verification means and sources. Review of achieved and expected goals and achievements. Interviews with key actors Documentary analysis Triangulation of information
Efficiency	How was the ECCOSUR Project's Results Framework adapted to the conditions of a changing context in order to favour the achievement of results?	<ul style="list-style-type: none"> Adaptive management Results framework Approach Methodology New actors and partners 	<ul style="list-style-type: none"> Project directory Project Coordination Project archive and historical reports Political and technical representatives of the Lead beneficiary and of stakeholders involved 	<ul style="list-style-type: none"> Interviews with key stakeholders Documentary analysis Triangulation of information
Efficiency	How did the designed model of coordination, management and financing of the ECCOSUR Project aim at fostering institutional strengthening and ownership?	<ul style="list-style-type: none"> Project coordination Project management Project funding Network Generation Knowledge Generation Institutionalisation of practices (regulations, decrees, official documents, work instructions, etc.) 	<ul style="list-style-type: none"> Project directory Project archiving and reporting Political and technical representatives of the Lead beneficiary and the strategic actors involved. Documentation of achievements 	<ul style="list-style-type: none"> Analysis of coordination, management and funding schemes in terms of promoting institutional strengthening and country ownership. Interviews with key actors Documentary analysis Triangulation of information Traceability of actions

Criteria for evaluation	Questions	Indicators	Sources	Methodology
Efficiency	Was the modality designed for the monitoring and evaluation of the project adequate?	<ul style="list-style-type: none"> Monitoring and evaluation of the project Monitoring Activities 	<ul style="list-style-type: none"> Annual Reports Tables and Matrices monitoring Audit reports Interested and involved in the projects Monitoring and evaluation reports Project Coordination Minutes of the Board of Directors 	<ul style="list-style-type: none"> Interviews with key actors Documentary analysis Triangulation of information
Sustainability	To what extent does the exit or transfer strategy manage to foresee measures for the strategic, physical, financial and communication sustainability of the results?	<ul style="list-style-type: none"> Institutional context (political, organisational, financial, technological and capacities) at the closure of the ECCOSUR Project Projections of the achievement of results at the end of the project and of the effects on the following years 	<ul style="list-style-type: none"> Interested and involved in the projects UNDP representatives Relevant reports 	<ul style="list-style-type: none"> Documentary analysis Analysis of the exit strategy or transfer strategy in its entirety Interviews with key stakeholders Triangulation of information
To what extent did the ECCOSUR Project achieve its intended results, were its specific objectives achieved or are they expected to be achieved?				
Effectiveness	<p>Main question. To what extent were the results achieved and how do they contribute to the achievement of the objectives of the ECCOSUR Project?</p> <p>Secondary questions. Were the results achieved in a timely and logical sequence? With what quality were the products obtained? To what extent do the achieved outputs contribute to the expected results? In what way are the results obtained limited as an effect caused by the project design? What is the probability of achieving the specific objectives given the time remaining in the project?</p>	<ul style="list-style-type: none"> Results achieved, expected or unanticipated. Timing and logical sequencing of outputs product quality User expectations for wider acceptance and dissemination of results 	<ul style="list-style-type: none"> Project documents Project archiving and reporting Political and technical representatives of the Lead beneficiary and the strategic actors involved. Documentation of achievements Estimates of achievement at the end of the project 	<ul style="list-style-type: none"> Description and analysis of the results achieved - in terms of quantity, quality and timeliness - expected and unanticipated, their robustness and expectations of further uptake Consistency analysis of the results obtained in relation to the PRODOC goals and indicators. Consistency analysis of the results obtained in relation to the limitations of the design. Consistency analysis of the results in relation to the likelihood of achieving the specific objectives. Interviews with key actors Documentary analysis Field visits where the project experiences are being carried out. Triangulation of information

Criteria for evaluation	Questions	Indicators	Sources	Methodology
Impact	Which products/services have stood out in terms of relevance? To whom are they relevant?	<ul style="list-style-type: none"> Importance of products/services for relevant partners Expected or unexpected results 	<ul style="list-style-type: none"> Project archiving and reporting Political and technical representatives of the Lead beneficiary and the strategic actors involved. Verification of achievements 	<ul style="list-style-type: none"> Interviews with key stakeholders Documentary analysis Project visits Triangulation of information
Impact Sustainability Networking	Are there any factors that impede the access of target groups (beneficiaries) to the results/services? outcomes/services? Did all target groups have access to the results/services of the ECCOSUR Project projects?	<ul style="list-style-type: none"> Groups accessing results/services Limiting factors target groups' access to results/services 	<ul style="list-style-type: none"> Project archiving and reporting Political and technical representatives of the Lead beneficiary and the strategic actors involved. Verification of achievements 	<ul style="list-style-type: none"> Interviews with key stakeholders Documentary analysis Field visits where the project experiences are being carried out. Interviews with ECCOSUR project stakeholders Triangulation of information
Impact Sustainability Networking	What level of dissemination and replication of results and outputs has been achieved?	<ul style="list-style-type: none"> Publicity and dissemination of results Use and replication of results 	<ul style="list-style-type: none"> Project archiving and reporting Political and technical representatives of the Lead beneficiary and the strategic actors involved. Verification of achievements 	<ul style="list-style-type: none"> Interviews with key stakeholders Documentary analysis Field visits where the project experiences are being carried out. Triangulation of information
How did the project activities contribute to the generation of different changes and produce effects that allow progress towards the achievement of the environmental impacts and changes expected in the ECCOSUR project?				
Impact Sustainability Capacity Building	To what extent did some direct or indirect activities and achievements contribute to reforms and improvements in the legal and policy 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 set of projects contribute to financial sustainability for strategically addressing environmental issues and for the long-term provision of resources on these issues? To what extent did the set of projects contribute to proving innovative approaches to address	<ul style="list-style-type: none"> Reforms and improvements in the legal and policy framework Institutional framework and capacities of key stakeholders Financial sustainability Strategic Sustainability Innovative approaches to work Successful management models Results and their projection in the improvement of amphibian biodiversity. 	<ul style="list-style-type: none"> Project archiving and reporting Political and technical representatives of the Lead beneficiary and the strategic actors involved. Verification of achievements Technically and politically relevant actors outside the project in Uruguay 	<ul style="list-style-type: none"> Interviews with key stakeholders Documentary analysis Triangulation of information Field visits where the project experiences are being carried out.

Criteria for evaluation	Questions	Indicators	Sources	Methodology
	these issues to serve as an example in the country? To what extent did the set of projects contribute to Implementing successful management models that allowed for building partnerships with key stakeholders?			
Impact Sustainability	How do the results of the ECCOSUR Project contribute to the international treaties on Environment: Rio+20, SDGs and other global initiatives?	<ul style="list-style-type: none"> Contribution to the inter-institutional environment and global initiatives 	<ul style="list-style-type: none"> Project archiving and reporting Political and technical representatives of the Lead beneficiary and the strategic actors involved. Verification of achievements Technically and politically relevant actors outside the project in Uruguay 	<ul style="list-style-type: none"> Interviews with key actors Documentary analysis Triangulation of information
What is the feasibility for the positive results and the flow of benefits obtained from the project activities to be maintained and increased once they have ended and thus continue to contribute to the objectives of the ECCOSUR Project?				
Sustainability	Will resources be available to monitor and operate the project's actions and objectives?	<ul style="list-style-type: none"> Availability of financial resources Economic and financial exit strategy Communication Strategy to date and until the end of the Project. 	<ul style="list-style-type: none"> Project archiving and reporting Project Management and Coordination Political and technical representatives of the Lead beneficiary and stakeholders involved 	<ul style="list-style-type: none"> Interviews with key actors Documentary analysis Triangulation of information Analysis of the penetration level of the project's current and future achievements
Sustainability Capacity Building Knowledge Management Network Generation	What is the level of ownership of the different stakeholders in the results and benefits of the ECCOSUR Project?	<ul style="list-style-type: none"> Key stakeholders' knowledge of project results Perspective of key actors for the institutionalisation of project results by incorporating them into the strategic processes of their institutions. Expectations of institutional response to dissemination beyond beneficiaries or projects 	<ul style="list-style-type: none"> Project archiving and reporting Political and technical representatives of the Lead beneficiary and the strategic actors involved. Verification of achievements 	<ul style="list-style-type: none"> Interviews with key stakeholders Documentary analysis Triangulation of information Penetration Level Analysis of current and future project achievements
Sustainability	How does the institutional capacity of key actors allow for the flow of aid to be maintained? benefits once the projects are completed?	<ul style="list-style-type: none"> Support (strategic and and budgetary) Support from the institutions involved 	<ul style="list-style-type: none"> Project archiving and reporting Political and technical representatives of the Beneficiary 	<ul style="list-style-type: none"> Interviews with key stakeholders Documentary analysis Triangulation of information

Criteria for evaluation	Questions	Indicators	Sources	Methodology
		<ul style="list-style-type: none"> Degree of integration of the project actions in the institutional structure of the participants. Availability of adequate and properly trained staff to take on the technical, financial and management aspects of the project. Availability of sufficient equipment 	Principal and strategic stakeholders <ul style="list-style-type: none"> Verification of achievements 	<ul style="list-style-type: none"> Penetration Level Analysis of current and future project achievements
Relevance Capacity Building Effectiveness Knowledge Management Efficiency	How are the technology, knowledge, processes or services introduced or provided adapted to the institutional context and have adaptive capacities been generated in the staff of the institutions related to the ECCOSUR Project?	<ul style="list-style-type: none"> Compatibility with needs, culture, traditions, existing skills and knowledge in the relevant institutions. Capacity of the beneficiaries to adapt to the technologies acquired and to maintain them without any other assistance 	Project archiving and reporting Political and technical representatives of the Lead beneficiary and the strategic actors involved. Verification of achievements	<ul style="list-style-type: none"> Interviews with key stakeholders Documentary analysis Triangulation of information Analysis of the penetration level of the project's current and future achievements

How were the ECCOSUR Project activities implemented, including the overall efficiency and the use and management of available resources?

Criteria for evaluation	Questions	Indicators	Sources	Methodology
Efficiency Integrated Management Substantive experiences Best practices	How did the management of the ECCOSUR Project contribute to the efficient achievement of results? Have interests been respected and has project information been adequately communicated to the different stakeholders?	<ul style="list-style-type: none"> Quality, realism and focus of work plans Monitoring and feedback loop for management and operational improvement Corrective measures to improve the level of implementation Quality of day-to-day management: planning and execution of operational tasks Management of financial resources Provision/provision of inputs at planned time and cost Efficient use of planning instruments for project management Quality of information management and reporting 	<ul style="list-style-type: none"> Archiving and reporting of project activities Project Coordination Project Directory UNDP Stakeholders and those involved in project activities Use and appropriateness of expenditure 	<ul style="list-style-type: none"> Analysis of the results-based management of the ECCOSUR Project Analysis of implementation, causes and consequences of delays and any corrective action taken Interviews with key stakeholders Documentary analysis Field visits where the project experiences are being carried out. Triangulation of information
Efficiency Integrated Management Substantive experiences Best practices	How did the implementing institution contribute to the achievement of the results? Does the inter-institutional structure of the project (Project Board, Project Manager, Project Coordinator and Team) allow for efficient project implementation? Has there been adequate risk management of the project?	<ul style="list-style-type: none"> Administrative and technical support from the implementing institution and main partners Internal review processes, coordination and governing bodies Resource inputs and support from Government and Partners. 	<ul style="list-style-type: none"> Archiving and reporting of project activities Project Coordination Project Directory UNDP Stakeholders and those involved in project activities 	<ul style="list-style-type: none"> Analysis of the impact of the institutional set-up of projects on the achievement of results and efficiency of results. Interviews with key actors Interviews with representatives of the institutions linked to the ECCOSUR Project. Documentary analysis Triangulation of information
Efficiency Leveraging Resources	What was the capacity of the partners to contribute to the management of the projects? Has the committed co-financing been met? Has co-financing contributed to strategic actions of the project? Has it been possible to secure other funding for activities and the achievement of objectives?	<ul style="list-style-type: none"> Capacity and effectiveness of all partners to make their financial and/or human resources financial and/or human resources contributions Level of involvement in the project and communication between the Project Coordination; implementing institution and partners at country. 	<ul style="list-style-type: none"> Archiving and reporting of project activities Political and technical representatives of the Lead beneficiary and the strategic actors involved. Verification of communications between the parties. 	<ul style="list-style-type: none"> Analysis of Partner Contribution and Involvement Interviews with key stakeholders Interviews with project representatives Documentary analysis Triangulation of information

Criteria for evaluation	Questions	Indicators	Sources	Methodology
To what extent did the activities, outputs and outcomes incorporate the gender dimension, capacity building and synergy building by promoting them with national public and private institutions?				
Sustainability Efficiency Substantive Experiences Synergy	How has the ECCOSUR project managed to complement and establish synergies with other projects in the field of the environment?	<ul style="list-style-type: none"> Initiatives with which the ECCOSUR Project was able to complement and establish synergies Coordination actions and resources of ECCOSUR Project projects 	<ul style="list-style-type: none"> Archiving and reporting of project activities Project Coordination Project Directory UNDP Stakeholders and those involved in project activities 	<ul style="list-style-type: none"> Interviews with key stakeholders Documentary analysis Triangulation of information
Gender	How does the project incorporate the gender dimension in all its work and achievements, and what evidence is there?	<ul style="list-style-type: none"> Incorporation in objectives, gender dimension indicators, targets, instruments Effective achievements that show an evolution in the gender mainstreaming 	<ul style="list-style-type: none"> Archiving and reporting of project activities Project Coordination Project Directory UNDP Stakeholders and those involved in project activities 	<ul style="list-style-type: none"> Interviews with key stakeholders Documentary analysis Triangulation of information
Knowledge Management Networking	Was the generation of knowledge and technical networks promoted?	<ul style="list-style-type: none"> Building technical roundtables, networks, inter-institutional technical coordination sites Improving national capacities to define and produce results Achievement of appropriate consensual solutions through participatory and collaborative actions 	<ul style="list-style-type: none"> Archiving and reporting of project activities Project Coordination Project Directory UNDP Stakeholders and those involved in project activities 	<ul style="list-style-type: none"> Interviews with key stakeholders Documentary analysis Triangulation of information

Annex 3: Rating Scales

Outcome Ratings Scale - Relevance, Effectiveness, Efficiency

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

Sustainability Ratings Scale

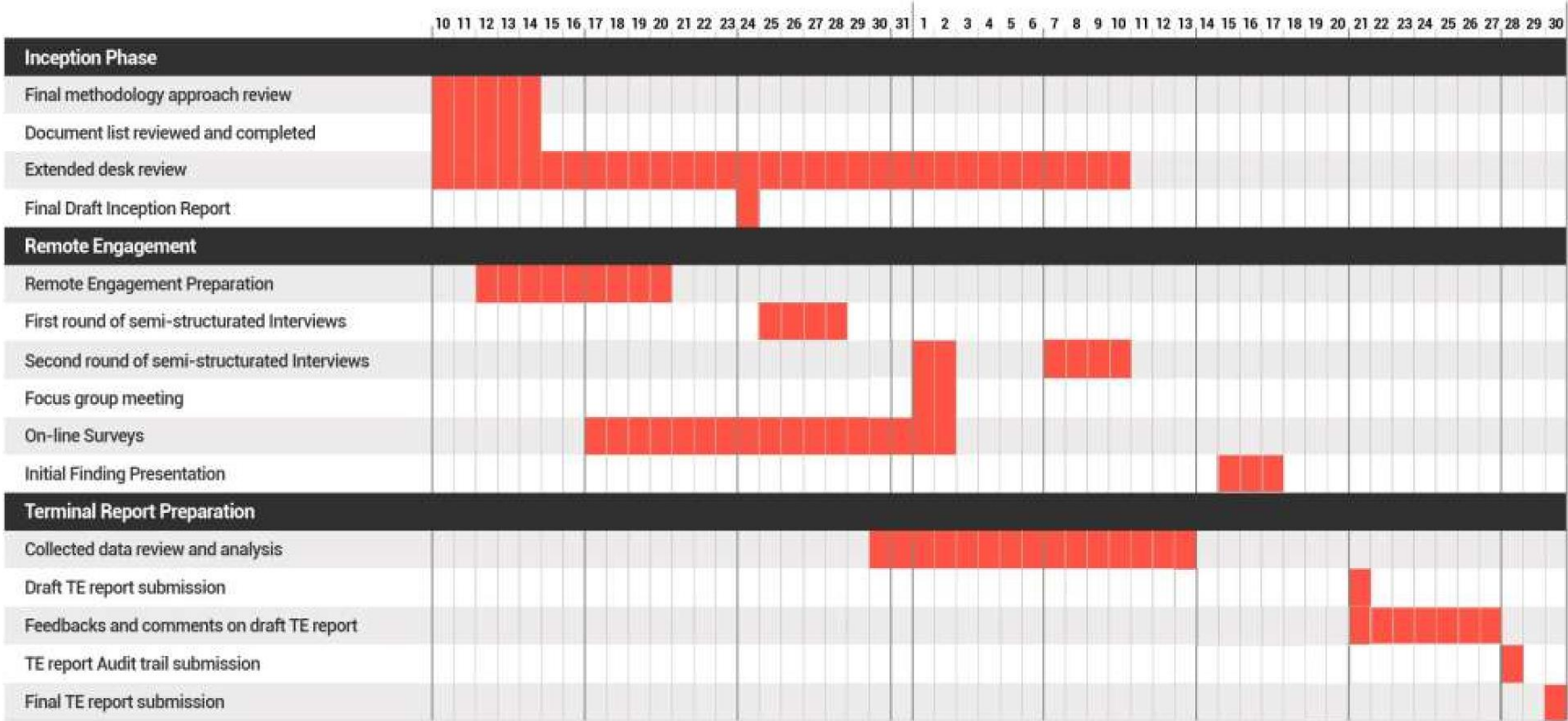
Ratings	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability

Annex 4: List of documents reviewed

Particulars	Year	Document	Source	
Project Approval	2016	Letter of Approval	UNDP	✓
		Signed Project Document	UNDP	✓
		Delegation of Authority	UNDP	✓
Project Start-Up	2016	Staff contract for the Project Coordinator	PMU	✓
		Staff contract for the Project Finance Personnel	PMU	✓
Project Planning and Implementation	2016-2018	Inception Workshop Report	PMU	✓
		Annual Workplan and Budget	PMU	✓
		1 st Quarter Workplan	PMU	✓
		2 nd Quarter Workplan	PMU	✓
		3 rd Quarter Workplan	PMU	✓
		4 th Quarter Workplan	PMU	✓
	2019-2021	Annual Workplan and Budget	PMU	✓
		1 st Quarter Workplan	PMU	✓
		2 nd Quarter Workplan	PMU	✓
		3 rd Quarter Workplan	PMU	✓
		4 th Quarter Workplan	PMU	✓
		2019 – 2020 Annual Project Report	PMU	✓
Project Monitoring	2016-2021	2 nd Quarter Progress Report/FACE form	PMU	✓
		3 rd Quarter Progress Report/FACE form	PMU	✓
		4 th Quarter Progress Report/FACE form	PMU	✓
		Signed CDR	UNDP	✓
Project Oversight	2017	Project Board Meeting Agenda	PMU	✓
		Project Board Meeting Minutes	PMU	✓
	2021	Project Board Meeting Agenda	PMU	✓
		Project Board Meeting Minutes	PMU	✓
	2016-2020	Back to Office Reports	UNDP	✓
	2016-2021	Social Media	PMU	✓
Asset	Y1– 2	Project Assets List/Register	PMU	✓

Management				
		UNDP Environmental and Social Screening Report	UNDP	✓
		Project Inception Report	UNDP	✓
		Project's publication	UNDP	✓
		Snap shots of UNDP Risks and issues log	UNDP	✓
		In-kind assistance table	UNDP	✓
		Technical reports produced by the international and national consultants	UNDP	✓
		Project's activities media coverage	UNDP	✓
		Training sessions progress reports	UNDP	✓
		Mid-term Evaluation Report	UNDP	✓

Annex 5: Evaluation Timeline



Annex 6: List of individuals consulted

Institution	Representative Name
Uruguayan Agency for International Cooperation AUCI	Viviana Mezzetta
Environment Directorate MoE	Martín Etcheverry
Municipality of Lavalleja	José Rojas
Municipality of Rocha	Martín Rodríguez
Municipality of Treinta y Tres	Valentina Roel
Ministry of Foreign Affairs. Environment Directorate	María Noel Minarrieta
CSO CEUTA	Federico Bizzozero
CSO CIEDUR	Andrea Detjen and Juan Riet
CSO Ecos AC	María Leichner
CSO ECOS AC	Paola Mangini
CSO Vida Silvestre Uruguay	Lorena Rodríguez
UNDP	Flavio Scasso and Carolina Bailan
Biodiversity National Focal Point MoE	Ana Laura Mello
Climate Change National Focal Point MoE	Natalie Pareja and Belén Reyes
Bussnesiss UDE	Guillermo Jasidakis y Claudio Williman
Project Management Unit	Carolina Neme
Project Management Unit	Verónica Montes de Oca
PMURE University	Enrique Piedra Cueva
PMURE University	Leandro Bergamino
PMURE University	Federico Pirez
CSO Fundation Flora y Fauna Indígena Local project "Ecotourism, conservation and environmental education".	Jeanine Beare and Fiorella Gagliardi
CSO Fundación Lagunas Costeras. Local project "Promoting the strengthening of territorial environmental governance in the APLG".	Victoria Pereira
CSO Local project "Strengthening the management, sustainable use and conservation of the coastal environment through the generation of local capacities, the linking of public and private stakeholders"	Paula Laporta
CSO Local project "Establishment, improvement and promotion of food forests associated with native woodland"	Alejandro Yurisich
CSO Local Project "Cañadón de la Playa del Barco, La Pedrera"	Magdalena Juanico

Annex 7: UNEG Code of Conduct

Evaluators/Consultants:

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 limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

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

Name of Evaluator: LEANDRO FERNANDEZ

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

Signed at Buenos Aires, January 2022

Signature: _




Annex 8: Terminal Evaluation (TE) Report Clearance Form

Terminal Evaluation Report for *Improved Convention Coordination for Sustainable*

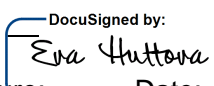
Growth in Uruguay (ECCOSUR) - UNDP PIMS ID 5226 Reviewed and Cleared By:

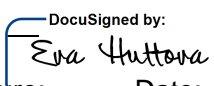
Commissioning Unit (M&E Focal Point)

Name: Sofia_Cancela

Signature:  Date: February 16, 2022

Regional Technical Advisor (Nature, Climate and Energy)

Name:  DocuSigned by: Eva Huttova

Signature:  Date: 21-Feb-2022

Annex 9: Audit Trail

The Audit trail document is attached as a separate Annex to the Terminal Evaluation

Annex 10: Co-financing Table

Co-financing (type/source)	UNDP financing (US\$m)		Government (US\$m)		Partner Agency (US\$m)		Total (US\$m)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	N/A	N/A	0.13	0	N/A	N/A	0.13	0
In-kind support	0.12	0.12	1.223	0.85	0.39	0.27	1.733	1.24
Total	0.11	0.11	1.065	0.1	N/A	N/A	1.863	1.24
Sources of Co- Financing	Name of Co-financier		Type of Co- financing		Investment Mobilized		Amount (US\$m)	
Uruguayan Government	MoE		In-Kind		Recurrent expenditures		0.85	
Donor Agency	UNDP		In-Kind		Recurrent expenditures		0.12	
Civil Society Organization	CSOs partners		In-Kind		Recurrent expenditures		0.27	
Total Co-Financing								1.24