

Terminal Evaluation of the Seventh Operational Phase of the Small Grants Program (OF7-SGP) for submission to the Global Environment Facility (GEF)



Product 3 **Terminal evaluation (Final version)**

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i. Initial Page

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GEF Focal Point: Ministry of Environment, Water and Ecological Transition (MAATE)

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Cover photo: Mrs. María de Los Ángeles Humala, Asociación de Trabajadores Agrícolas la Esmeralda Chica, Cebada Loma - Cañar, artisan of alpaca products in the moorlands of Tushin Burgay - Condor Biocorridor, Chuquiragua, Cañari.

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iii. Acronyms and abbreviations

Acronym	Complete Denomination
BIORED	Bioenterprise Network
NSC	National Steering Committee
CEO	Chief Executive Officer and Chairperson PNUD
SGP-NC	Small Grants Program National Coordination
NBS	National Biodiversity Strategy
EQUIPAC	Accompaniment, Technical Assistance, Evaluation and Communication Monitoring Team
EQUIPATEN	Accompaniment, Technical Assistance, Evaluation and Monitoring Team at the national level
OF5/SGP	Operating Phase 5 of the Small Grants Program
OF6/SGP	Small Grants Program Operational Phase 6
OF7/SGP	Small Grants Program Operational Phase 7
GAD	Decentralized Autonomous Governments
KfW	State Development Bank of the Federal Republic of Germany.
MAATE	Ministry of Environment, Water and Ecological Transition.
MAG	Ministry of Agriculture and Livestock
GCO	Grassroots Community Organizations
SDG	Sustainable Development Goals
NGO	Non-Governmental Organizations
PASNAP	National Protected Areas System Support Program
PDOT	Territorial Development and Management Plan
PTI	Product with Territorial Identity
UNDP	United Nations Development Program
ProDoc	Project Document
FPP	Forest Partner Program
GEF	Global Environment Facility Small Grants Program
QA	Quality Assurance
SIMONAA	Monitoring, Accompaniment and Technical Assistance System
SNAP	National System of Protected Areas
TICCA	Territories and areas conserved by indigenous peoples and local communities
TRAC	Regular UNDP resources to support development of programmatic activities
ToC	Theory of Change
UNEG	United Nations Evaluation Group

Executive Summary

Project summary table

Project Details		Hitos del Proyecto	
Project Name:	Seventh Operational Phase of the Small Grants Program in Ecuador (OF7/SGP)	GEF Approval Date (CEO Endorsement Date):	07/12/2019
Project ID UNDP	6255	Date of 1st disbursement received from GEF	03/31/2020
Project ID GEF:	10147	ProDoc Signature Date:	11/26/2019
Atlas Award ID:	00112385	Atlas Project/Output ID:	00110942
Country:	Ecuador	Date Project Manager hired:	01/01/2020
Region:	Latin America and the Caribbean	Inception Workshop Date:	11/28/2019
Focus Area:	Biodiversity	Terminal Evaluation Completion date:	08/26/2023
GEF Strategic Objective:	Preserve globally significant biodiversity in landscapes and seascapes.	Planned Operational Closure Date:	11/26/2023
Trust Fund:	GEF		
Implementing Partner (executing entity):	United Nations Office for Project Services (UNOPS)		
Participating NGOs:	Foundation Chankuap, Foundation 180°, Foundation CODESPA, Foundation Altrópico, Foundation Jocotoco, Foundation Forever Lung, Foundation Ecociencia, Foundation Alianza Ceibo, Foundation Heifer, Foundation Patou, Foundation In Terris, Foundation Sinchi Sacha.		
Participating private sector entities:	Camari, Trafino, Mindalae, Impaqto, Private universities.		
Intervention sites:	5 Biocorridors in the Sierra, 4 Biocorridors in the Amazon and 3 Biocorridors in the Coast, located in 10 provinces of continental Ecuador (a map with the location and identification of the Biocorridors is included as Annex 1).		
Financial Information			
Funding (US\$) [1]	As of the date of approval (US\$)	As of the date of terminal evaluation (US\$)	
GEF Funds	1,826,484	1,826,484	
TRAC Funds UNDP:	10,000	10,000	
Co-funding (US\$) [2]	As of the date of approval	As of the date of terminal evaluation	
UNDP (in kind):	215,585	68,725	
Government (MAATE) (in kind)	586,093	369,639	
Community Organizations (in kind and cash):	816,450	2,423,716.27	
Consortium GSI/TICCA (cash):	200,000	567,722	
Other contributions (in kind and cash)	-	1,312,676.69	
Total Co-funding	1,818,128	4,757,560.96	
Summation (US\$) [1+2]	As of the date of approval	As of the date of terminal evaluation	
Total Project Funds:	3,654,612	6,594,044.96	

Brief description of the project

OF7/SGP in Ecuador focuses on consolidating and replicating the results of FO6/SGP, especially those that involved collective action for adaptive landscape management in pursuit of socio-ecological resilience. The main strategy of this phase was to work closely with bio-entrepreneurships to reduce habitat fragmentation, improving the sustainability of agroecosystems in selected territories, through multi-stakeholder partnerships.

The project is being developed in 9 selected landscapes that integrate 12 Biocorridors, which were chosen considering the following criteria: a) importance for biodiversity; b) protection from land use changes; and c) generation of livelihood options for forest-dependent peoples. The selected landscapes were: in the highlands, the buffer zones of Cayambe-Coca National Park, the northern Andean region, and the northeastern area of the buffer zone of Chimborazo National Park; in the coastal region, the buffer zones of Santa Elena province, the areas near the Chongón-Colonche Biocorridor, and the Chongón-Colonche conservation area itself; and, in the the Amazon región, the buffer zones of the Sumaco-Napo-Galeras National Park, the northeastern area of Yasuní, and the southeastern area of the province of Morona Santiago, in Taisha.

The biocorridors are located in the three geographic regions of continental Ecuador, within the provinces of Esmeraldas, Manabí, Santa Elena, Imbabura, Pichincha, Chimborazo, Cañar, Napo, Pastaza and Morona.

The bio-entrepreneurships contribute to efforts to address global environmental problems and promote joint work with local organizations to implement actions for the conservation of fragile ecosystems of global importance. The areas of intervention were selected by MAATE and the SGP, through an analysis that considered the areas that overlap with the Biocorridors for Good Living (areas considered in previous phases of the SGP), the National System of Protected Areas (SNAP) and the conservation areas of the Socio Bosque Program, with emphasis on territories in which the Bioenterprises strategy was expected to achieve a positive impact for conservation and sustainable development.

Apart from the guiding approach of the Biocorridors (articulates the activities of conservation of fragile ecosystems and sustainable production); OF7/SGP was implemented considering two additional guiding approaches: Associativity (links actors and institutions to strengthen the social fabric and encourage sustainable productive practices); and Circular Value (integrates environmental, cultural, social and economic factors, as part of the cycle of productive entrepreneurship).

The articulation strategies implemented for the OF7/SGP project included the following: the main project stakeholders are rural community organizations and indigenous peoples and nationalities, which formed associations to execute initiatives. Under associative schemes, other actors such as universities, NGOs, international cooperation agencies, decentralized autonomous governments, technical assistance institutions and private enterprise were linked to the project.

This articulation of individual and institutional stakeholders was materialized under the figure of "BIORED" that established priorities formalized through signed commitments (e.g. Territorial Socio-environmental Agreement, ASOCIATE). The articulated / synergetic work made it possible to publicize the bio-entrepreneurships promoted and improved local capacities, while reporting on the co-financing to which the executors had committed themselves.

One of the sustainability, scaling and replicability strategies of the Small Grants Program in Ecuador was the implementation of the so-called "cross-cutting projects" to strengthen the

interventions in the territory, which allowed for the use of articulating and integrating strategies to scale up their proposal on a national scale.

These strategies can be summarized as follows: Products with National Identity (PIT), which were the basis for promoting bio-entrepreneurships; Territories and Areas Conserved by Indigenous Peoples and Local Communities (TICCA); Scholarship Fund (in partnership with universities for the development of local research); Collaborative Development Platforms or GreenCrowds (fundraising for sustainable ventures); and Knowledge Community (communication and strengthening of community capacities). The aim of the community-public-private strategic alliances was to facilitate the commercialization of bio- entrepreneurships and their promotion.

The available competitive funds were allocated for community organizations, indigenous peoples and farmers, local communities and civil society organizations in the landscapes selected in OF7/SGP. The calls for proposals considered the articulation with government entities, local governments, private enterprise and universities with the capacity to form partnerships, covering the entire landscape in order to facilitate the design and implementation of each initiative, with emphasis on strengthening bio- entrepreneurships. In March 2020, 4 calls for proposals were launched: i) agile projects; ii) associative Biocorridor projects; iii) bio- entrepreneurs capacity building project for Biocorridor projects; and, iv) capacity building project in communication and community knowledge management.

These calls, due to the pandemic (COVID 19) and the consequent health emergency, closed between April and May 2020, after which the OF7/SGP National Steering Committee analyzed and reviewed the Biocorridor projects in June, and selected 14 initiatives: 12 Biocorridor projects, 1 project to strengthen bio-entrepreneurship capacities for Biocorridor projects (EQUIPATEN) and 1 project to strengthen capacities in communication and community knowledge management (EQUIPAC), under an unforeseen and unknown context of working in confinement.

Also, in the context of the pandemic, and as part of the strategy "In community we take care of ourselves", 24 so-called "agile projects" were financed (funds of up to US\$ 5000) involving 120 communities to promote food sovereignty, and 15 workshops were held to exchange experiences to strengthen community emergency plans in response to COVID 19. Another aspect supported by OF7/SGP is community ecological resilience for the revaluation of ancestral knowledge and the revival and use of medicinal plants through 17 community initiatives with more than 4,000 people involved, 60% of whom are women. Cofinancing funds from the GSI project were used for this purpose.

The strategy "In community we reactivate" was implemented with community organizations 48 bio-entrepreneurships in the coastal, highland and amazon regions within the selected landscapes, and was articulated with pre-existing programs such as PSB and PASNAP to support ecological connectivity as part of the national priorities and thus meet the provisions of Ministerial Agreement 034 - Promotion of Bio-entrepreneurship for the conservation of natural heritage through the sustainable use of biodiversity.

Given the global situation caused by the pandemic, local organizations sought new forms of financing and responses to develop their sustainable production activities during the health emergency.

In terms of installed capacity useful for OF7/SGP follow-up and monitoring, and therefore a key input for its terminal evaluation, the SIMONAA or Monitoring, Accompaniment and Technical

Assistance System made it possible to learn about the progress, difficulties, limitations and trends in the development of the Biocorridors projects.

Evaluation ratings

Table 0-1: Evaluation ratings

1. Monitoring & Evaluation (M&E)	Rating
M&E design at entry	S
M&E Plan Implementation	S
Overall Quality of M&E	S
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	S
Quality of Implementing Partner Execution	S
Overall quality of Implementation/Execution	S
3. Assessment of Outcomes	Rating
Relevance	S
Effectiveness	S
Efficiency	S
Overall Project Outcome Rating	S
4. Sustainability	Rating
Financial sustainability	ML
Socio-political sustainability	ML
Institutional framework and governance sustainability	ML
Environmental sustainability	ML
Overall Likelihood of Sustainability	ML

Evaluation Ratings Table

Table 0-2: Evaluation Ratings Table

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

Brief summary of key findings

Key Findings

Design	<ul style="list-style-type: none"> • The strategic objective, outcomes and outputs of OF7/SGP were clear, practical and achievable. OF7/SGP was aligned to national policies and priorities. • Some end-of-project targets included in the results framework assume that the identified barriers that limit the sustainability and market access of biobusinesses will be solved during the implementation of OF7/SGP, minimizing the fact that these are complex barriers to overcome, especially considering that they depend on private sector actors that historically prioritize profitability and financial return on their investments. • Given the characteristics of the OF7/SGP, it was neither possible nor necessary to generate a ToC for its design phase. The information contained in the results framework included in the ProDoc allows the development of self-assessments and external evaluations. • Although the risks stated in the ProDoc are logical and consistent with reality, a risk mitigation measure has been included which is of an enunciative nature as it indicates that "multi-stakeholder landscape bio ventures will identify and incorporate necessary mitigation measures where required." • OF7/SGP is implemented based on the positive experiences and lessons learned from previous phases of the SGP, which gives it robustness and high potential for compliance. The Participation Plan and the OF7/SGP Strategy define aspects related to the roles, functions and responsibilities of the Stakeholders. • The Gender Action Plan is logical and consistent with reality, and the activities proposed therein are coherent. • One of the measures planned to mitigate environmental and social risks from the early stages of OF7/SGP, and identified as part of the safeguards analysis process, is not reflected in the design of the BioCorridor projects accessing GEF funding.
Implementation and results	<ul style="list-style-type: none"> • The Agile Fund strategy to support Community Response Initiatives to the Health Emergency, implemented by OF7/SGP as a response to the impacts of the health pandemic at the rural level, showed a high degree of agility and allowed the communities involved to strengthen and enhance local projects for food security, recovery of ancestral medicines, expansion of community farms with medicinal plants, community health care for vulnerable groups, among others. • The communication strategy implemented by EQUIPAC was a central axis for the successful implementation of the activities. In particular, the participation spaces "In community we take care of ourselves" and "In community we reactivate ourselves" were spaces for community meetings that made it possible to learn about the needs of the communities from the beginning of the Biocorridor projects until their closure. Each stage focused on working on critical aspects related to the pandemic and began to generate responses and actions to promote care and organizational and economic reactivation.

	<ul style="list-style-type: none"> Despite the pandemic context, OF7/SGP has managed to exceed, in many cases, the programmed objectives and a significant effort has been made to mobilize additional co-financing resources to strengthen the project portfolio. Within this framework, 63 projects and 58 Bio-entrepreneurships have been implemented, far exceeding what was foreseen in the ProDoc. Most of the indicators, 9 out of 11, were achieved without deficiencies, exceeding the target set in the ProDoc, one indicator had minor deficiencies (#11) and one indicator had substantial deficiencies (#4). Stakeholder participation was key in the development of the bio-entrepreneurships as it contributed not only with funds, labor and logistical and institutional support, but also with specific technical knowledge and experience, including traditional and ancestral knowledge useful for the bio- entrepreneurships. During the implementation of OF7/SGP, a total of 78 indicators were monitored through SIMONAA, of which 10 were added during the implementation phase, in order to measure the results of the COVID 19 emergency response projects. At the close of the terminal evaluation (July 2023), 93% (US\$1,695,383.56) of the total budget allocated by the GEF (\$1,826,484) had been executed, leaving US\$131,100.44 available. A draft OF7/SGP audit report on the execution and management of the funds was available, which did not include specific observations in this regard. Some communication and coordination difficulties between MAATE, the implementing agency and the OF7/SGP-NC have been identified. These difficulties have partially limited the visibility and positioning of MAATE in the territory.
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Summary of recommendations

Rec #	Recommendations	Responsible Entity	Time frame
A	Category 1: Recommendations as follow-up or reinforcement actions for the sustainability of results achieved by the SGP		
A.1	Implement continuous capacity building processes aimed at contributing to the sustainability of BioCorridor projects and bioenterprises supported by future phases of the SGP.	MAG, MAATE, UNDP, GADs	Short / Medium term
A.2	Promote inter-institutional coordination to achieve the effective and timely connection of projects and bio-entrepreneurships in the development planning and land management instruments, linked to the areas of intervention of the future phases of the SGP.	UNDP, CONGOPE, GADs	Short / Medium term
A.3	Conduct a technical assessment to identify climate hazards that could affect Biocorridor projects and bio-entrepreneurship projects developed in future phases of the SGP, as well as their potential impacts and possible response actions.	MAATE, UNDP	Short term

Rec #	Recommendations	Responsible Entity	Time frame
A.4	Strengthen mechanisms for women's participation, empowerment and leadership in Biocorridor projects and bio-entrepreneurships implemented in new phases of the SGP.	UNDP, MAATE, MAG	Short / Medium term
B	Category 2: Corrective recommendations for the design, implementation, monitoring and evaluation of new phases of the SGP.		
B1	Strengthen the necessary documentation for the design stage of future phases of the SGP, to allow the analysis of the expected change process, and facilitate the subsequent implementation, monitoring, self-evaluation and external evaluation processes.	UNDP, MAATE	Short term
B.2	Evaluate alternatives for the improvement/ automation/ optimization of SIMONAA and design a specific methodology to facilitate the calculation of the progress achieved with respect to the mandatory indicators and outcome indicators.	UNDP, SGP	Medium term
B.3	Conduct a feasibility analysis to ratify or improve the FO8/SGP model for the selection of intervention areas and future phases.	UNDP, MAATE, SGP	Short term
B.4	Strengthen the communication strategy and plan, and the necessary protocols to facilitate the positioning and visibility of stakeholders and optimize the generation and dissemination of communication material to be developed in new phases of the SGP.	UNDP, SGP Technical Team, GEF Focal Point, FO8/SGP CD	Short term
B.5	Develop a specific gender analysis (as foreseen for GEN2), related to each of the Biocorridor projects that are selected in new phases of the SGP.	UNDP, SGP, FO8/SGP CD	Short / Medium term

1. Introduction

Purpose and objective of the terminal evaluation

1. In accordance with UNDP and GEF Monitoring and Evaluation policies and procedures, all UNDP-supported regular and medium-sized projects financed by different donors such as the GEF must undergo a terminal evaluation as a requirement for project closure. The Terms of Reference for this terminal evaluation are provided in Annex 2.
2. This terminal evaluation is conducted in accordance with the "Guide for Conducting Terminal Evaluations of UNDP-supported GEF-funded Projects", and its objectives is to review the achievement of the objectives of the OF7/SGP, the factors that have affected it, the impact achieved, the fulfillment of the expected goals, the effectiveness of the implemented strategies, and the performance against the expected results included in the Results Framework.
3. A participatory and consultative approach has been applied during the evaluation to ensure close collaboration with the OF7/SGP team, and sufficient interaction with government counterparts (GEF Operational Focal Point), Implementing Partners, UNDP Country Office, Regional Technical Advisor, direct OF7/SGP participants and other stakeholders relevant to the evaluation. The itinerary of field visits is included in Annex 3, as well as the list of persons interviewed and the interview schedule.
4. The evaluation allows the identification and objective description of findings (differences between the results actually achieved versus the results that were planned during the

formulation of the OF7/SGP) and the drawing of lessons that can improve the sustainability of the benefits achieved and support the improvement of UNDP programming. To this end, evaluation criteria, indicators and procedures agreed upon in the inception phase of the terminal evaluation are systematically applied.

5. The further purposes of the evaluation are to enhance the development of subsequent phases of the SGP, to assess the sustainability of the actions implemented in OF7/SGP, to contribute to the overall assessment of the results achieved in meeting the GEF's strategic objectives for global environmental benefit, to generate useful inputs for management transparency and accountability to the donor, and to measure the coherence of the interventions with respect to UN and UNDP priorities.
6. The findings, conclusions and recommendations will be used by UNDP and the GEF to optimize the prioritization, design and execution of new projects and/or the development of the next operational phases of the SGP, correcting any weaknesses and limitations that are detected, promoting the positive aspects that are identified, and taking advantage of the lessons learned during the implementation of FO7/SGP.

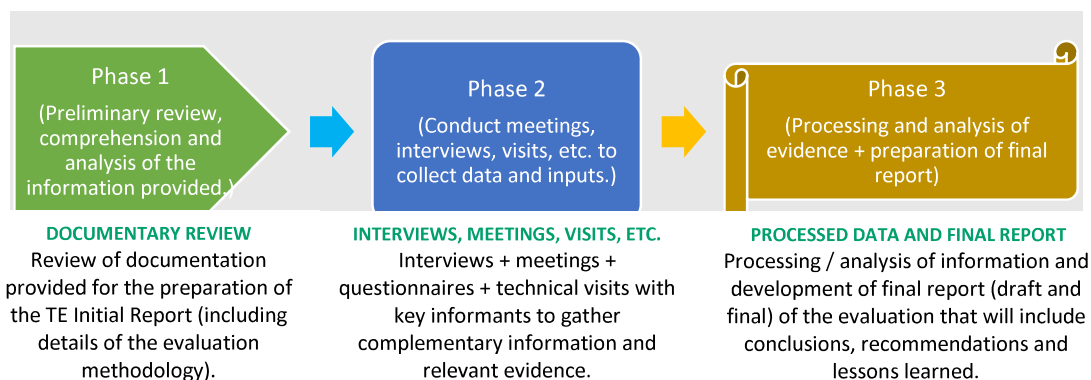
Scope

7. The scope of the evaluation covers the design and implementation phases of OF7/SGP, as well as the results ultimately achieved, and includes conclusions, recommendations and lessons learned on these aspects. The cut-off date for the evaluation is July 30, 2023. It is worth mentioning that, at the evaluation cut-off date, some activities corresponding to the 2023 planning had yet to be completed, and 92.82% of the total GEF funds allocated had been executed. At the time of the terminal evaluation, OF7/SGP has an implementation plan in place up to its closing date in November 2023. At the cut-off date of the terminal evaluation, the OF7/SGP audit was being finalized and a draft report was available.

Methodology

8. The approach applied to achieve the objectives of the evaluation comprises a three-phase process, as shown in Figure 1 and as follows: a) Analytical review and understanding of the information (provided by the FO7/SGP team at the beginning of the review); b) Collection/assembly of additional key information (specific data, technical inputs and evidence); and, c) Processing, evaluation and synthesis of the information provided and collected, as well as the evidence obtained.

Figure 1: Methodological approach to the Terminal evaluation of FO7/SGP



Data collection and analysis

9. During the terminal evaluation, various relevant sources of information have been reviewed, including the project document (ProDoc) and its annexes, semi-annual project progress reports (in UNDP format), performance reports for submission to the donor (PIR2021 and PIR2022), OF7/SGP budget revisions, annual operational plans, key information on environmental and social safeguards, Steering Committee meeting minutes, specific information on progress and implementation of project indicators generated through SIMONAA, and project specific information on progress and implementation of project indicators generated through SIMONAA, specific information on progress and results achieved in the territory by the bio-entrepreneurships, reports on monitoring the development of activities, and others. Details of the information reviewed can be found in Annex 4.
10. Other sources of information used for data collection during the terminal evaluation were individual or group interviews (face-to-face and virtual mode); on-site observations during field visits; and questionnaires for key informants. In all cases, the stakeholders at various levels are taken into consideration, providing information from their own perspectives.
11. Techniques for the analysis of the data collected and evidence obtained during the terminal evaluation include: documentary review; processing and analysis of verbal information obtained in situ; and triangulation (confirmation) of the information gathered.
12. During the terminal evaluation, the Evaluation Matrix included in Annex 6 was used as a tool to guide the development of the tasks and to summarize the evaluation approach and methodology, as well as the evaluation criteria, the questions posed, the data sources, the data collection procedures, and the information analysis methods. In addition, specific questionnaires were applied to key actors and local informants, which are shown in Annex 5, and a portfolio of questions related to the gender approach was also used.

Ethics

13. This terminal evaluation has been carried out using independent, impartial and rigorous procedures, with the utmost professional and personal care and attention to detail, and following the guidelines for terminal evaluation of GEF projects, in accordance with the principles described in GEF's "Ethical Guidelines for Evaluation". These have been maintained to ensure the rights and confidentiality of the interviewees, to whom it has been explained, at all times, that their input and comments will be handled confidentially, and therefore, the terminal evaluation report will not relate any comments or statements to any specific person, organization or entity.

Limitations of the Evaluation

14. The rotation of key personnel linked to the institutions associated with the OF7/SGP (especially in the national entities) has limited the process of gathering information related to the design phase and the initial implementation phase of the OF7/SGP, since when they leave their positions and are replaced by new officials, there is no transfer of the institutional memory of such information.
15. In operational terms, the situation of insecurity and travel restrictions in some cities and regions of Ecuador, as well as the limited time available for the terminal evaluation, determined the selection of a representative sample (3 out of 12 Biocorridors) for the on-site visits in territory.

Terminal evaluation report structure

16. The report contains: relevant data on OF7/SGP; a general description of the results framework; the objectives, scope, methods, and approach of the terminal evaluation; a description of the procedures used to collect and analyze data and evidence; and findings, conclusions, lessons learned and recommendations.

17. In addition, this report includes information on the time period and phases of OF7/SGP considered in the evaluation, the identification of participants, the geographic area or territories covered in the review, the sample chosen for the fieldwork, the aspects and results evaluated, and the respective annexes.

2. Project Description

Project start and duration (including key milestones)

18. The "Seventh Operational Phase of the Global Environment Facility Small Grants Program (OF7/SGP)", funded by the Global Environment Facility (GEF) started on November 26, 2019, and is in its fourth year of implementation, with an expected completion date of November 26, 2023.
19. OF7/SGP was approved by the GEF on July 12, 2019, on which date the letter of endorsement was issued. The ProDoc was formally approved on November 26, 2019, and the kick-off workshop was held during November 28-29, 2019. The Project Coordinator's contract is billed to OF7/SGP as of January 1, 2020, and the first disbursement of GEF funds was received on March 31, 2020.

Development context

20. Ecuador is immensely rich in biodiversity (one of the 17 megadiverse countries on the planet) and has the world's highest rate of species per hectare, however, more than 47% of the country suffers from land degradation problems caused by deforestation, poor land use and land use change, poor agricultural practices, excessive pasture, intensive use of agrochemicals, and inadequate management of water recharge areas.
21. Chapter seven of the Constitution of Ecuador provides rights for nature, including the right to integral conservation and restoration. The country has a National System of Protected Areas (SNAP), which aims to guarantee the coverage and connectivity of terrestrial, marine and coastal marine ecosystems, as well as their natural resources. Ecuador's protected areas cover about 20% of the country's total area, within them and in their buffer zones, are inhabited by people who carry out different economic activities as a means of livelihood.
22. The increasing loss and degradation of habitats is the main factor of pressure on biodiversity in Ecuador, and the greatest impacts are caused by deforestation at different scales, mainly due to land use change for agricultural activities. At the time of the formulation of the OF7/SGP, agricultural production areas represented 8.7 million hectares: 45% in the coastal region, 36% in the highlands and 19% in the rest of the country. Grassland corresponded to 57% of the country's total, 15% to agricultural mosaics, 13% to annual crops, 11% to permanent crops (export-oriented).
23. Other factors that affect the biodiversity loss are: (1) lack of effectiveness in territorial planning processes; (2) limitations in the regulation, control and surveillance of oil, mining, and forestry activities; (3) the introduction of exotic species; and (4) the increasing incidence of wildfires.
24. In institutional and political terms, it is worth mentioning that, in 2017, MAATE defined several strategies, including:
 - i) National Biodiversity Plan,
 - ii) Reforestation and Restoration Plan; and,
 - iii) National Protected Areas Program. In 2018, MAATE launched the "Greening Ecuador" (Reverdecer Ecuador) program to promote, among other aspects, biodiversity conservation and "bioeconomic" strategies."
25. The development of biotrade and green enterprises in the country were fostered through initiatives promoted by the public and private sector, with at least 80 green enterprises registered in the National Sustainable Biotrade Program, supported by the Small Grants Program, the Socio Bosque Program, the financing mechanism operated by the Financial Sustainability Project of the SNAP, and the PASNAP, implemented by the National Environmental Authority.
26. For the OF7/SGP, MAATE requested the SGP to join forces with the PSB to integrate the multi-stakeholder methodological experience with an investment approach into the country's

biotrade policy. In this context, the planned methodology for stakeholder coordination, biodiversity conservation and biotrade, within the landscape management approach, was to be implemented in the selected areas by MAATE and the SGP, with the support of the PSB, which would provide financial incentives to community groups for conservation agreements, to be used as co-financing for SGP funds.

27. In April 2019, MAATE published the Ministerial Agreement 034, related to the guidelines for developing bioenterprises as a mechanism for the sustainable use of biodiversity. This instrument served as a guide for the selection of bioenterprises during OF7/SGP. The Agreement contains specific guidelines (environmental, economic and social), beneficial for harmonizing the management plans of the PSB partners with the SGP bioenterprise proposal.
28. A fundamental and unexpected aspect that has had an impact on the OF7/SGP is that as soon as the OF7/SGP had started, the COVID 19 pandemic was declared, which represented a substantive factor in slowing down the development of activities, since the confinement to which the world and the country were subjected, influenced both the organizations and people linked to the OF7/SGP, forcing the implementation of emerging measures of support, technical assistance, capacity building and monitoring, which were not originally foreseen.
29. All activities, particularly during 2020 and most of 2021, took place in a completely extraordinary context, which required the National Coordination Team to quickly and effectively implement strategies aimed at building resilience in the participating communities.
30. Under the context of the pandemic, it is necessary to consider that in addition to the development of the activities planned for the OF7/SGP (in accordance with the ProDoc) it was necessary to implement other actions linked to an additional portfolio that contributed towards community responses to COVID 19, and supported the civil society linked to the conservation of biodiversity, through 49 community projects complementary to those originally planned, and centered on communities and community organizations. The systematization of these experiences is set out in a document called REINICIA. It is worth highlighting the speed with which OF7/SGP adapted to the context of great uncertainty associated with the pandemic, providing relevant and timely information on the situation, and accompanying the development of emerging actions implemented with small support funds, which contributed to community responses to COVID 19.
31. It is also important to mention that much of the work was conducted virtually with multiple and diverse actors, both institutional and other stakeholders, including knowledge transfer processes, methodologies, operational tools, meetings, encounters, etc.
32. In this extraordinary context, OF7/SGP promoted the creation of the Agile Fund. GSI funds were used to support community responses to the COVID 19 pandemic, and as a complement, participatory strategies and periodic meetings called "En Comunidad nos Cuidamos", "En Comunidad nos ReActivamos" and "En Comunidad Dialogamos" were implemented.
33. Also, within the framework of a collaborative action- research method, the Interdisciplinary Working Group, led by FLACSO, presented five research documents that were analyzed and discussed in working groups. At the cut-off date of the final evaluation, this process has been edited and is ready for publication.

Problems that the project sought to address

34. The main threats to biodiversity in the high Andean paramos, dry forests and coastal mangroves, and the Amazon rainforest include (i) massive conversion of forests and pasturelands to other uses, (ii) fragmentation of ecosystems across the landscape, and (iii) widespread degradation of ecosystems due to unsustainable extraction of timber and non-timber forest products, (iv) fragmentation of ecosystems across the landscape and (iii) widespread degradation of ecosystems due to unsustainable extraction of timber and non-timber forest products, (iv) overgrazing, (v) poor agricultural practices, and (vi) the introduction of invasive exotic species.

35. While some of these threats are driven by the development of large, unsustainable commercial enterprises and purely developmentalist decisions, others derive from the cumulative effects of small-scale production activities that are locally defined by limited opportunities, incentives, knowledge, skills and resources.
36. With the loss of biodiversity and the degradation of ecosystem services, the social and ecological resilience of these landscapes is increasingly at risk, and this problem is exacerbated by the negative effects of climate variability and climate change, which is why small farmers, communities and local organizations must adopt and implement sustainable production practices in the face of such impacts and pressures.
37. The barriers identified during the formulation of OF7/SGP are:
 - i) Promising community bioenterprise initiatives do not yet have the full capacity to define and implement viable production and management practices, due to weak technical skills and unusual practices;
 - ii) Community groups lack the means and skills to access new markets for their products;
 - iii) Community groups lack the means and skills to plan and coordinate their business activities for the conservation and sustainable use of biodiversity among themselves and with other stakeholders; and,
 - iv) Lack of incentives for private companies to partner with and support community-based bioenterprise initiatives.
38. In this context, the objective of OF7/SGP fits with national priorities oriented towards the development of biocommerce and bioenterprises, as effective mechanisms for the sustainable use of biodiversity and the synergic and consistent work with national initiatives such as the PSB and PASNAP, focused on the conservation and sustainable use of natural resources in protected areas and buffer zones. In any case, it is important to mention that apart from the bioenterprises, there are other key elements in the territory that deserve to be considered in the analysis, and these are the biocorridors and the people who live there. Every biobusiness is directly linked to an ecosystem and to peasant or indigenous community organizations.

Immediate and development objectives of the project.

39. The objectives of OF7/SGP align with GEF priorities, as this phase implements its landscape approach with community bioenterprises focused on improving practices that contribute to various global environmental benefits through sustainable livelihoods, including agroforestry and agroecology, as innovative land use and conservation practices with circular economy.
40. Similarly, considering the objectives stated in the ProDoc, and through its activities, outputs and expected results, OF7/SGP expected to contribute to 4 GEF core sub-indicators; 2 UNDP priorities (established in the Strategic Plan in force at the date of project design); 4 outcomes of the Country Program Document (aligned to the United Nations Development Assistance Framework for the period 2016 - 2020); and, 11 Sustainable Development Goals.
41. The GEF Core Indicators to which OF7/SGP is related are: Sub-indicator 4.1 Area of landscapes under improved management to benefit biodiversity; Sub-indicator 4.3 Area of landscapes under sustainable land management in productive systems; Indicator 5. Area of marine habitat under improved practices to benefit biodiversity; and, Indicator 11. Number of direct beneficiaries disaggregated by gender.
42. The OF7/SGP is aligned to the Convention on Biological Diversity (CBD) for the adoption of measures to prevent or minimize the risk of reduction or loss of biological diversity.

Description of the project's Theory of Change and expected results

43. Given that due to the characteristics of the OF7/SGP it was not possible to have detailed information in advance on the areas of intervention and specific interventions within the selected biocorridors, and considering the guidelines established by UNDP Headquarters, it was

not necessary to generate a Theory of Change. The description of expected results, outputs, targets, indicators and expected environmental impacts are included in the Project's Results Framework and are summarized in Table 1-1 below (information adapted by the evaluator from what is included in the Results Framework in the ProDoc). A ToC with information available as of the review cut-off date has been generated as part of the final evaluation of OF7/SGP and is included as Annex 11.

44. Table 1-1: OF7/SGP Results Framework

Project Objective: Enable community networks to build social, economic and ecological resilience by producing global environmental and sustainable development benefits from bio-enterprises in nine landscapes located in the coastal, highlands and Amazon regions	Objective and Outcome Indicators		End of Project Target
	Mandatory Indicator 1: # direct project beneficiaries disaggregated by gender (individual people)		At the end of the project, at least 8,533 people are direct project beneficiaries within the landscapes, of which 5120 are women.
	Mandatory Indicator 2: # indirect project beneficiaries disaggregated by gender (individual people)		15,820 people receive indirect benefits from the bioenterprises in the selected landscapes, of which 9500 are women.
	Mandatory GEF Core Indicators 1-5: Total area under improved management		
	Mandatory Indicator 3: Increased area (hectares) of landscapes under improved practices (GEF Core Indicator 4.1+ 4.3)		At least 191,468 hectares of land are under improved management practices
	Mandatory Indicator 4: Increased area (hectares) of marine habitat under improved practices to benefit biodiversity (GEF Core Indicator 5)		At least 2,637 hectares of marine habitat under improved practices to benefit biodiversity.
Outcome 1: Community bio-enterprises are strengthened in the nine targeted landscapes with improved capacities for sustainable production, biodiversity conservation and market access.	Products: <ul style="list-style-type: none">Community bioenterprise initiatives promote improved agroecological land management and conservation practices in selected landscapes.Community bioenterprise initiatives conserve and add value to biodiversity resources through the development of innovative products.- Innovative financial mechanisms, such as crowdfunding, strengthen community bioenterprise initiatives and engage new partners.		
	Indicator		End of Project Target
	Number of functional community level bio-enterprises in the nine landscapes based on products from biodiversity conservation and agroecological resource management of which at least 50% are coordinated by women		20 community level bio-enterprises in the landscapes of which 50% are coordinated by women
	Number of innovative value-added products generated by community projects practicing biodiversity conservation and agroecological resource management		At least 16 innovative products are developed within the bio-enterprises
	Number of innovative value-added products generated by community projects practicing biodiversity conservation and agroecological resource management		At least 16 innovative products are developed within the bio-enterprises
Outcome 2: Multi-stakeholder bio- enterprise	Products: <ul style="list-style-type: none">Multi-stakeholder bioenterprise networks established and operational in the nine target landscapes.Multi-stakeholder bioenterprise networks established and operational in the nine target landscapes.		

networks established and operational in each of the nine target landscapes for improved governance and coordinated market access.	<ul style="list-style-type: none"> Bioenterprise networks implement value chain strategies to access new markets within and across landscapes and regionally and nationally. 	
	Indicator	End of Project Target
	<i>Number of multi-stakeholder bio-enterprise networks established and operational in the nine target landscapes</i>	<i>Nine multi-stakeholder bio-enterprise networks established and operational in the nine target landscapes</i>
	<i>Number of value chain strategies developed for PITs by bio-enterprise networks to promote and articulate biodiversity conservation and sustainable production in the nine target landscapes</i>	<i>At least nine PIT value chain strategies for products generated by community bio-enterprise networks practicing biodiversity conservation and agroecological resource management</i>
	<i>Number of value chain strategies developed for PITs by bio-enterprise networks to promote and articulate biodiversity conservation and sustainable production in the nine target landscapes</i>	<i>At least nine PIT value chain strategies for products generated by community bio-enterprise networks practicing biodiversity conservation and agroecological resource management</i>
	<i>Number of market agreements (e.g. sales contracts, etc.) between bio-enterprise networks and buyers</i>	<i>At least six market agreements (e.g. sales contracts, etc.) between bio-enterprise networks and buyers</i>

45. In addition, it is important to note that in OF7/SGP the landscape planning and management approach developed in OF5/SGP and OF6/SGP was updated and improved by supporting communities to establish landscape-based bioenterprises through sustainably generated products aimed at conserving biodiversity.
46. At the time of OF7/SGP design, these bioenterprises were being produced by communities in their respective landscapes as a result of previous SGP contributions, however, the economic motivation to maintain biodiversity-friendly production practices was weak, mainly due to obstacles that restrict market access. In any case, it is important to consider that the primary aspect for approving a Biocorridor project was the commitment of community organizations to contribute to the conservation and management of their natural environment.
47. The obstacles cited include problems of scale (sufficient high quality production to meet customer requirements), and complexity to guarantee added value, access to financing, associativity among producers who develop the product, and strategic alliances with private companies and government programs capable of providing support and long-term sustainability, strengthening and interconnecting community initiatives to form networks that involve multiple actors in an effort to promote sustainable production. Overcoming these barriers was part of the implicit expected results.

Total resources

48. The total amount of resources approved by the GEF for OF7/SGP was US\$1,826,484. 1,826,484, with up to US\$1,818,128 in co-financing from various sources. It should be noted that the total amount of co-financing actually achieved exceeded the amount of co-financing planned by almost 262%. The details can be seen in the [project summary table](#).

Key partners involved in the project

49. The main stakeholders related to OF7/SGP are:
- Community organizations of farmers and indigenous peoples and nationalities, which formed associations for the implementation of 17 agile projects (in response to the pandemic), and 12 Biocorridor projects in 9 landscapes, which developed approximately 60 bioenterprises, most of which are presented in the Catalog of Community Bioenterprises.

- ii) Government institutions such as the MAATE, through the Undersecretariat of Natural Heritage, the PSB and PASNAP; and the MAG through the Undersecretariat of Family and Rural Agriculture.
- iii) Decentralized Autonomous Governments at different levels (provincial, cantonal and parish) of the 10 provinces where the biocorridors are located. Also noteworthy is the participation of CONGOPE as an associative body of the provincial GADs.
- iv) Universities, non-governmental organizations (NGOs), private entities and international cooperation agencies that became strategic allies with the peasant organizations and indigenous peoples and nationalities that were selected for the development of bio-enterprises and formed BIOREDES.
- v) Technical assistance teams (EQUIPATEN - CODESPA and EQUIPAC - CIESPAL).

Main Stakeholders

50. There is a participatory, multi-stakeholder and multilevel management model composed of different bodies, as described below:

- UNDP (Implementing Agency).
- UNOPS (Implementing Partner).
- National Steering Committee (1 MAATE representative, 1 MAG representative, 1 CONGOPE representative, 1 representative of women's groups, 1 representative of universities, 1 representative of environmental NGOs and 1 representative of development NGOs). This Committee is constituted with a majority of non-governmental members.
- National Project Coordination and technical support teams.
- Communities and associations executing the bioenterprises.

3. Findings

3.1 Project Design and Formulation

Analysis of Logical Framework Approach /Results Framework (Project logic /strategy; Indicators).

51. The OF7/SGP results framework included in the ProDoc contains the description of expected contributions in relation to the Sustainable Development Goals (SDGs), indicating contributions to: SDG 1 No Poverty; SDG 2 Zero Hunger; SDG 5 Gender Equality; SDG 8 Decent Work and Economic Growth; SDG 9 Industry, Innovation and Infrastructure; SDG 11 Sustainable Cities and Communities; SDG 12 Responsible Consumption and Production; SDG 13 Climate Action; SDG 14 Life Below Water; SDG 15 Life on Land; and, SDG 17 Partnerships for the Goals.
52. The aforementioned results framework points out the contributions to the following results contained in the Country Program Document, aligned to the United Nations Development Assistance Framework for the period 2016 - 2020: food participation rate; proportion of national territory under conservation or environmental management; percentage of women and representatives of indigenous peoples and nationalities participating in the planning and management of natural resources and forests; and, progress in achieving national targets established in accordance with the second Aichi Biodiversity Target of the Strategic Plan for Biological Biodiversity 2011-2020.
53. The results framework also mentions expected contributions of OF7/SGP to the UNDP Strategic Plan, specifically to Outcome 1: eradicate poverty in all its forms and dimensions; and Outcome 3: accelerate structural transformations for sustainable development.
54. The strategic objective of OF7/SGP stated in the ProDoc is: To enable community networks to develop social, economic and ecological resilience, generating global environmental and sustainable development benefits, through bioenterprises located in nine landscapes in the coastal, highland and amazon regions of Ecuador.
55. Outcome 1 is: Community bioenterprises are strengthened in the nine targeted landscapes with improved capacities for sustainable production, biodiversity conservation and market access. Outcome 2 is: Bioenterprise networks established and operational in each of the nine target landscapes for improved governance and coordinated market access.
56. Overall, the strategic objective, components and expected results of OF7/SGP, as outlined in the ProDoc, were clear, practical and achievable within its timeframe. However, it is worth commenting on some aspects that are indicated in the following numerals.
57. In order to achieve broader development impacts, OF7/SGP was designed to strengthen and replicate the SGP methodological proposal in new landscapes, seeking to enhance the results of previous phases (especially OF5 and OF6).
58. The main strategy of OF7/SGP is to promote and strengthen bioenterprises to reduce the fragmentation of habitat, improving the sustainability of agroecosystems in the prioritized landscapes and promoting territorial articulation, through a "multi-stakeholder" and "multi-level" approach at the local (community), territorial (provincial) and national scales.
59. Through the bioenterprises, the project design foresees improvements in the generation of economic income for the participating communities, progress in the governance of the participating organizations, and the promotion of gender equality and the empowerment of women in decision making.
60. The indicators included in the results framework and mentioned in the ProDoc are specific, measurable, achievable, relevant and time-bound, i.e., they are SMART.
61. The results framework includes baseline data related to the areas of intervention of the Socio Bosque Program within the 9 target landscapes, for example: number of producers who are participants in the program; number of people receiving indirect support from the program; areas of landscapes and seascapes covered by the program, among others. Given that the

OF7/SGP is based on the concept of competitive funds, it was not possible to have certainty prior to the application process, of the specific areas in which OF7/SGP resources would be used through the Biocorridor projects that would be selected, and therefore, the aforementioned baseline data are referential, as there was no certainty that the areas in which the selected projects are developed will ultimately coincide with those that correspond to the Socio Bosque Program, which was a key criteria for the selection of projects.

62. One of the expected targets until the end of OF7/SGP, as indicated in the results framework, is that 20 community bioenterprises, located within the 9 landscapes (indicated in the Executive Summary of this report) and the selected Biocorridors, will receive support from innovative financial mechanisms (e.g., through the GreenCrowds platform) through co-financing funds, which is ambitious considering the barriers identified in the project design phase, particularly the one related to the lack of incentives for private companies to support community bioenterprise initiatives, which in practice represents a limitation that is difficult to overcome in the short term, especially when no return and/or profitability is demonstrated for private sector investors. However, it is worth mentioning that through this mechanism, despite the extraordinary negative conditions of the pandemic, several complementary positive impacts were achieved, such as strengthening private partnerships, raising awareness of community bioenterprises and generating 20 campaigns to promote these bioenterprises.
63. The OF7/SGP was designed considering national priorities in terms of conservation of fragile ecosystems, bioeconomy (through the development of bioenterprises), and management of the potential impacts of the main threats (e.g., large-scale productive activities) capable of causing negative effects on biodiversity in paramo, dry forest, coastal mangroves and Amazon rainforest areas, due to the massive conversion of forests and pasturelands. Large-scale productive activities) capable of causing negative effects on biodiversity in paramo, dry forest, coastal mangrove and Amazon rainforest areas, due to the massive conversion of forests and pastures to other uses, the fragmentation of ecosystems and their degradation due to the unsustainable extraction of timber and non-timber forest products, intensive grazing, poor adaptation of agricultural practices and the incidence of invasive exotic species. Within the framework of the above, the design of OF7/SGP focused on 9 landscapes listed below: 1) Buffer zones of Cayambe-Coca National Park; 2) Northern Andean region; 3) Northeastern area of the buffer zone of Chimborazo National Park; 4) Buffer zones of Santa Elena province; 5) Areas bordering the Chongón-Colonche Biocorridor; 6) Chongón-Colonche conservation area; 7) Buffer zones of Sumaco-Napo-Galeras National Park; 8) Northeastern area of Yasuní; and, 9) Southeastern area of the province of Morona Santiago, in Taisha.
64. It is not possible to evaluate the consistency of the objectives and expected outputs of the OF7/SGP in relation to the Theory of Change (ToC), since the ProDoc does not include the aforementioned theory. It should be noted that during the design of the OF7/SGP it was not known precisely which Biocorridor projects (located within the 9 pre-established landscapes) would be finally selected in the project application process for the competitive funds, and therefore, there was no specific information with sufficient detail on the interventions to be carried out in the 9 landscapes, which is why it was not feasible to prepare the ToC. By virtue of the guidelines established for the formulation of a Medium Size Project (as is the case of the OF7/SGP), the corresponding Logical Framework / Results Framework was designed.
65. The results framework has not been updated during the implementation phase of OF7/SGP. The content of the signed ProDoc was maintained, which included comments, observations and guidelines that had been issued by MAATE, in its capacity as GEF focal point, during the phase prior to the kick-off of OF7/SGP.

Assumptions and Risks

66. The assumptions made in the ProDoc are not explicitly stated, however, some of the conditions/determining factors included in the document that have the potential to contribute to the achievement of the objectives, outcomes and outputs of the OF7/SGP are: existence of sufficient communities/organizations interested in working on bioenterprises that contribute to the conservation of ecosystems of global interest and agroecological resource management in the targeted landscapes; interest of women, associations, community organizations and other stakeholders in promoting women's participation and leadership in bioenterprises; success of innovative financial mechanisms to co-finance bioenterprises; feasibility of achieving sufficient technical and organizational capacities to ensure the operability of bio-networks and value chain strategies; and, willingness to enter into market agreements between bioenterprise networks and consumers.
67. The ProDoc contains a detailed risk matrix that identifies 5 risks for project implementation, 1 for each type of risk (political, environmental, regulatory, financial and strategic). In 4 of the 5 cases, the risks are rated medium probability and 1 high probability, while in terms of impact, 3 risks are rated medium impact and 2 are rated high impact. During the implementation of OF7/SGP, an additional risk related to COVID 19 was incorporated.
68. The risks stated in the ProDoc are logical with respect to the dynamics of this type of intervention in Ecuador and the socioeconomic and political situation of the country at the time the OF7/SGP was designed, while the weighting of the risks is based on the experiences achieved in the previous phases of the SGP.
69. Most of the risk mitigation measures proposed are applicable in the national and local context, however, among these measures there is one that lacks precision, robustness and level of detail since it indicates that "multi-stakeholder biobusinesses will identify and incorporate the necessary mitigation measures when required", i.e. it is not an explicitly stated measure, but only a very general statement for the future.
70. The COVID-19 pandemic caused conditions that could not have been foreseen in the preparation phase of the project, since they constitute an extraordinary and unique condition for which specific response measures were not available at the design level. However, once the pandemic and the health emergency were declared in the country, during the first year of implementation of the OF7/SGP, a response package was quickly designed under an approach that includes aspects such as: caretaking, accompaniment, technical assistance, monitoring, generation of information and knowledge and elaboration of communicational products.

Lessons from other relevant projects incorporated into project design.

71. Lessons learned from OF5 and OF6 of the SGP have been widely considered in the design of OF7/SGP, specifically in relation to issues such as: adoption of the landscape approach; promotion of Biocorridors; development of actions aimed at the conservation of globally important ecosystems; associative work with emphasis on indigenous and peasant communities; application of the Monitoring, Accompaniment and Technical Assistance System - SIMONAA; integrated action with multiple partners around bioenterprises; incorporation of the gender approach and considerations; promotion of bioenterprises; and others. The incorporation of other lessons from other relevant programs or projects is not explicitly mentioned in the ProDoc.

Planned stakeholder participation

72. The ProDoc includes a Stakeholder Participation Plan, which links the multiple actors that are expected to participate in the OF7/SGP, including members of the Steering Committee, national partner institutions (MAATE, MAG), authorities of the local governments, local partners linked to the Socio Bosque Program, local actors (universities, NGOs, foundations, community

associations, GAD technicians, private sector representatives), and non-governmental experts who provide technical support and follow-up to the project. On the other hand, the OF7/SGP National Strategy contains information regarding the participation of key actors and interested parties.

73. The aforementioned plan includes a statement of the activities to be carried out by the stakeholders, the timing of their participation (in general terms), the objectives to be achieved with their contribution, the locations or cities where the interactions will take place, and the generic identification of the stakeholders in each case. The OF7/SGP National Strategy contains information on the general and specific roles, functions and responsibilities of each stakeholder in the different planned interactions.
74. One of the underlying premises of the design of OF7/SGP is the associative nature necessary for the development of bioenterprises. In this context, the main actors are rural community organizations and indigenous peoples, who form associations for the implementation of projects.
75. Bioenterprises are developed under associative schemes between producers, while strategic alliances involve other participants such as universities, NGOs and international cooperation agencies. Academia promotes research in various fields and facilitates the implementation of a scholarship fund, while working with NGOs and international cooperation agencies ensures support and technical assistance for capacity building useful for sustainable local development in the biocorridors.
76. The GADs and governmental institutions are relevant actors that, from their respective competencies, regulations and planning instruments, promote socio-environmental and economic processes promoted by the Project. This articulation of actors and institutions is materialized in the Biored, which establishes priorities that are legitimized in signed commitments (e.g. using the figure of the Socio-environmental Territorial Agreement - ASOCIATE). The alliances make it possible to promote the bio-enterprises that are implemented and strengthen local capacities, while at the same time making it possible to report on the progress of the projects and the co-financing to which the executors commit themselves. Strategic alliances with the private sector facilitate the marketing of products and the promotion of bioenterprises.

Linkages between the project and other interventions within the sector

77. The design of OF7/SGP foresaw interaction with other interventions such as the Socio Bosque Program (PSB); Program to Support the National System of Protected Areas (PASNAP); ICCA-GSI Project (Global Initiative to Support Indigenous Peoples and Areas Conserved by Local Communities); and, COMDEKS Project (Community Development and Knowledge Management for the Satoyama Initiative), with which the SGP had already been linked in its previous phases (OF5 and OF6).
78. Considering this history of interaction and the positive results achieved, for the seventh operational phase coordination with the aforementioned initiatives took place and links were established in various instances, for example: for the selection phase of the landscapes and biocorridors in which the biocorridor projects will be implemented, and the process of identifying activities to be replicated and/or scaled up during OF7/SGP, from among those implemented in OF6/SGP
79. The design foresees linkages with these same Biocorridor projects throughout the implementation phase of the OF7/SGP, encouraging the concept of replicating, scaling up and strengthening what was developed in previous phases, within the selected landscapes.

Gender-sensitive approach to project design

80. Gender considerations were integrated into the design of OF7/SGP through an Action Plan that links the strategic objective, expected outcomes and outputs of OF7/SGP with respect to the

gender-specific outputs to be developed, including for each expected project output, the respective gender activities, and corresponding indicators, targets, baseline information, reporting mechanisms, implementation timelines and identification of responsible parties.

81. The gender activities proposed in this Plan are logical and coherent and have the potential to contribute to the achievement of project outputs and outcomes, based on the experiences of the previous phases of the SGP.
82. The Gender Action Plan contains information regarding several variables such as: number of women benefiting from income-generating activities, percentage and number of projects led by women and youth, percentage of women and youth participating in bio-enterprises, number of women's associations participating in bio-enterprises, etc.
83. This detailed information is the starting point for the identification of gender-specific activities (more appropriate to the context and realities in the territory) that need to be developed to effectively promote gender equality and women's empowerment in bioenterprises.
84. In general, the gender activities proposed in the Gender Action Plan have the potential to facilitate the reduction of some existing gender gaps and encourage greater participation of women in different areas such as leadership, training and/or access to resources.
85. The information included in the Gender Action Plan does not show how gender equality will gradually increase in the participating communities, organizations and associations. It is important to note, however, that in short time frames such as the project life span, it is a significant challenge to change trends rooted in the culture and idiosyncrasies of the communities.
86. The UNDP gender marker rating (GEN 2) assigned to the project is realistic, and in line with the expectations of OF7/SGP.

Social and Environmental Safeguards

87. In general terms, the environmental and social risks identified for OF7/SGP through UNDP's Environmental and Social Assessment Procedure are consistent with the reality evidenced in the documents supporting its design.
88. A similar situation occurs with 4 of the 5 response measures planned to address the risks assessed as having moderate significance.
89. In the remaining case, the mitigation measure proposed to address the risk of communities losing interest in working towards the environmental priorities of biodiversity conservation and sustainable land management, due to prolonged extreme weather conditions, is not entirely reflected in the design of the Biocorridor projects that access GEF funding, as there is no evidence in these designs of a detailed technical approach that would allow effective responses to such climate threats.

3.2 Project Implementation

Adaptive management.

90. **Agile Fund projects as a response to the health emergency:** In March 2020, a health emergency was declared by COVID 19, which led to the confinement of the population and forced a change to a virtual work modality. This unique and extraordinary situation determined the design of new strategies within the SGP to respond to the pandemic.
91. In this context, OF7/SGP, with the support of CIESPAL, designed a survey to understand how the indigenous peoples and local communities, and the Territories Conserved by Indigenous Peoples and Local Communities -TICCA- are facing the health emergency, considering the special vulnerability of these communities. From the information gathered regarding the needs of the communities, the Agile Fund project was designed to support the communities with a fund of up to 5 thousand dollars, in order to ensure food security in the context of the pandemic.

92. These funds were the result of a partial reallocation of those initially planned to strengthen bioenterprise proposals in the Biocorridors prioritized for OF7/SGP (in this context, it was planned to provide a fund of up to US\$50,000 per project). However, in order to provide a timely response to the challenges of COVID 19 at the rural level, without waiting for the selection and implementation of the Biocorridor projects, the decision was made to issue a "simplified" call for proposals that allowed communities to apply for these funds.
93. For the selection of the projects that applied to the Agile Fund, priority was given to those communities that were part of OF6/SGP, as well as projects presented by other communities settled in the Biocorridors selected for OF7/SGP.
94. It is important to mention that the activities implemented under the Agile Fund were communicated to the Steering Committee on April 9, 2020, and received the approval (via email) of all stakeholders.
95. **Additional community responses to the COVID 19 health emergency.** In addition, GSI project funds financed 17 community projects aimed at responding to and strengthening community recovery strategies in response to the health emergency caused by COVID 19, with funds of up to US\$10,000.
96. In this context, an Interdisciplinary Working Group, led by the Latin American Faculty of Social Sciences - FLACSO, was also financed to assess community responses towards the impacts of COVID 19. The research of the FLACSO-SGP Interdisciplinary Working Group analyzed the issue of strengthening community responses to the pandemic from five lines of action: physical and psychosocial health; territory and ecology; community economy and care work; community organization and human rights; and communication. The joint work between the FLACSO interdisciplinary team, the SGP team and the GSI team allowed for an exchange/dialogue of knowledge from the community and academic perspectives.
97. Once the local initiatives in response to COVID 19 were identified, the economic resources for co-financing (up to US\$10,000) were allocated with a 1:1 counterpart from the communities themselves. The initiatives were selected through the application of criteria used by OF7/SGP, prioritizing those initiatives or communities that were in the areas of intervention of OF7/SGP. This made it possible to strengthen activities that were already underway and to converge with other planned activities, such as cultural encounters. Among the initiatives selected, priority was given to activities linked to the five thematic areas with which FLACSO's Interdisciplinary Group worked: i) Communication and information exchange at the community level; ii) Local production and consumption systems for agroecological products and wild products; iii) Sustainable wildlife management; iv) Use of traditional knowledge on fire management, land management and sustainable management and management of wildlife, ecosystems and micro-watersheds; v) Transmission of traditional medicine knowledge. Many of these activities were led by women. EQUIPATEN and EQUIPAC played an important role in the coordination with the communities, especially in the context of the Pandemic.
98. The intervention made it possible to strengthen ties with rural communities, addressing their needs in the face of the pandemic from their own cultural and territorial vision. In addition, this support made it possible to increase their resilience and build capacities that stimulated the technical work related to the strengthening of bioenterprises. The inclusion of new local actors into the OP7/SGP was another important aspect. Within this framework, exchanges were carried out (initially unforeseen) between communities participating in the agile funds and communities working on bio-enterprises.
99. Given the health emergency and mobilization restrictions, remote monitoring was carried out using the SIMONAA system. In this context, the communities recorded their activities, results achieved, as well as investments made (both their own and from the funds provided) with the support of local technical teams. This allowed to show the counterpart delivered by the communities, which in many cases is not valued or registered in traditional monitoring systems.

- Another key factor implemented for the follow-up of activities was communications via chats (WhatsApp and Facebook) between the GSI team, EQUIPATEN/EQUIPAC and the communities.
100. Both the implementation of the Agile Fund and the allocation of funds for the GSI's community response have been rated, by most of the people interviewed during the information gathering for the preparation of the evaluation report, as very relevant to address the most urgent local needs and support the recovery process (both from a personal/community and economic point of view).
 101. Although these activities were not initially foreseen in the design of OF7/SGP, their implementation was key to the subsequent work related to the implementation of the Bioenterprises.
 102. A relevant finding, in this context, is related to the coordination of the two health emergency response funds, as it is important to note that individual calls for proposals were made for each one. While this allowed for a greater number of communities/organizations to receive some type of support to address the effects of the pandemic, many of these communities/organizations did not apply later in the selection process for Biocorridors projects implemented under OF7/SGP. For this reason, the impact of the financial support provided is not reflected in the overall results achieved because the contribution to address the effects of the pandemic does not feed specific indicators. However, it is important to highlight that this "condition" did not depend on the technical team of the OF7/SGP and it is known that this team encouraged a continuous participation of the communities throughout the implementation phase of the OF7/SGP.
 103. **Adjustment of Indicator 4 "Increased area (hectares) of marine habitats with improved practices benefiting biodiversity (related to GEF core indicator 5)".** After the initial identification of landscapes for OF7, several discussions were held during January - February 2020, between Socio Bosque Program, SGP Ecuador and local stakeholders to define an implementation strategy at the local level to identify and confirm areas where projects could be carried out, based on the baseline identification conducted with Socio Bosque Program - MAATE, as well as on the recommendations of the Local Project Appraisal Committee (LPAC) that took place on August 8, 2019.
 104. In December 2019 and January 2020 (complying with the recommendation of the LPAC), the "Survey of information and analysis for the replicability and scaling up of initiatives of the Sixth Operational Phase of the SGP", which was previously developed by ECOPAR and CIESPAL, was updated.
 105. As part of the process, several meetings were held with MAATE and different stakeholders. Considering that the proposal of the OF7/SGP was to articulate efforts with the PSB, several factors were carefully analyzed to ratify/confirm the key areas to focus on during this replicability and scaling-up phase, with special emphasis on areas where the bioenterprise strategy will have a positive impact for the conservation and sustainable development of the landscape.
 106. During the beginning of the consultation phase, a limitation arose regarding the operability of Socio Manglar (a program carried out by MAATE through Socio Bosque), which was not receiving sufficient funding to cover its results-based payments.
 107. For this reason, and after careful consideration based on these factors, the mangrove zone in Palmar was not considered within the Chongón Colonche Biocorridor.
 108. Another decisive factor for not moving forward with activities to meet this indicator was the lack of receipt of proposals from potential participants to address marine habitat conservation.
 109. However, as part of the efforts to generate alliances with different counterparts, OF7/SGP joined the "Manabí Convida" project financed by the Italian-Ecuadorian Development Fund (FIEDS) and executed by the Foundation for Research and Social Development (FIDES). The intervention area of this initiative is located in the Portoviejo River estuary, on the border of the cantons of

Portoviejo and Sucre in the province of Manabí. This project is conserving 57.72 hectares of mangrove forest and it is worth mentioning that this initiative was part of the OF5/SGP and OF6/SGP project portfolio.

Partnership arrangements.

110. Interaction with stakeholders is a fundamental part of the intervention model established for the SGP on a global scale, and of course for OF7/SGP in Ecuador. In this context, the concept of associativity was envisaged and exploited, under which GEF resources and those of the various co-financing sources are used as a "minga", enabling the development of initiatives in which small donations leverage / strengthen the projects.
111. During the development of projects / bioenterprises, stakeholders contribute in different ways, providing financing (in cash and in kind), machinery, equipment, technical assistance, accompaniment and advice. These contributions vary according to the project and Biocorridor.
112. At the national level, some stakeholders feel that, in several cases, their opinions and guidelines are not considered. In addition, they mention that OF7/SGP was designed under guidelines that come from international cooperation agencies and implementing agencies, without greater flexibility to make adjustments to that design.
113. However, it is important to mention that given the characteristics of the interaction with national initiatives such as the PSB and the PASNAP (led by MAATE), the role of these initiatives in the design and implementation phases is a leading role and there is active participation in decision making, for example, in the selection processes of applications for OF7/SGP grants.
114. Stakeholder participation is key to the development of bioenterprises, as they contribute not only with funds, labor and logistical and institutional support, but also with specific technical knowledge and experience, and even with traditional and ancestral knowledge that is useful for these bioenterprises.
115. A limitation identified during the final evaluation, related to the stakeholders' contribution, is linked to the level of precision/accuracy of the data used to report SIMONAA indicators (e.g., measurement of the number of conservation hectares). In this particular case, the information that feeds SIMONAA comes from the organizations and, therefore, its generation responds to the community approach and the information gathering system they use (territorial monitoring system); in any case, during the OF7/SGP the extension of the reported areas was reviewed, redefined when necessary, and the commitment of the organizations/communities to continue with the conservation actions was achieved.
116. In general, stakeholders express high expectations to maintain, in the short and long term, the bioenterprises supported by OF7/SGP, however, one of the factors identified for the continuity of these enterprises is the continuous provision of support/resources from public and/or private institutions, NGOs, government entities, and international organizations (e.g. Japan Biodiversity Fund, Foundation for Research and Social Development (FIDES).
117. The scope of stakeholder contributions has exceeded, in most of the projects/bioenterprises, the expectations outlined in the project design and community engagement plans.
118. During the implementation of OF7/SGP, MAATE participated as a member of the NSC. In a complementary manner, MAATE delegates were part of the Bioredes, and technical staff of that Ministry and of the attached programs, PSB and PASNAP, actively participated in the design and implementation phases of the OF7/SGP, however, the results of the interviews and testimonies indicate that there have been some difficulties in terms of communication and coordination between MAATE, the implementing agency and the NC of the OF7/SGP, which have partially limited the visibility and positioning of MAATE in the territory.
119. Despite the good results achieved by OF7/SGP, according to these interviews and testimonies, aspects such as the complex work dynamics of the actors involved or the difficulty of balancing agendas, determine that such results have not always been communicated to the general public

and stakeholders in a way that fully highlights the role of the Ministry and consolidates its position as an entity that leads biodiversity conservation actions and supports the development of bioenterprises in the areas of intervention. This condition may limit possible articulation options with new initiatives, programs and projects led by MAATE (in addition to the PSB and PASNAP).

Project Finance and Co-finance

120. The United Nations Office for Project Services (UNOPS) is the implementing partner entrusted by UNDP with the procurement of goods and services, including human resources and financial management, including monitoring of project financial expenditures.
121. The total budget for OF7/SGP initially was US\$3,654,612.00, of which US\$1,826,484.00 (50 percent) came from the GEF grant, in accordance with the 1:1 cofinancing policy.
122. The budget managed by the UNOPS office was US\$1,826,484.00 (GEF funding) and the TRAC funds were managed by the UNDP Country Office in Ecuador. The co-financing funds were reported by OF7/SGP and the UNDP Country Office, while a portion of the GSI/ICCA funds (US\$ 200,000 of co-financing) is managed by UNOPS through a bilateral agreement between this agency and GSI.
123. Co-financing consisted of cash and/or in-kind contributions (see Table 3-1 by source and type of co-financing and 3-2 for the distribution of annual co-financing).
124. Table 3-1: Co-financing according to ProDoc

Source	Type	Amount (US\$)
Community Organizations	Cash	230,000
Community Organizations	Cash	586,450
UNDP CO	Cash	215,585
UNDP resources TRAC	Cash	10,000
MAATE/ PASNAP	Cash	586,093
GSI/TICCA Consortium	Cash	200,000
TOTAL		1,828,128

125. Table 3-2: Distribution of co-financing by year according to ProDoc

Co-financing (per year)	2020	2021	2022	2023	Total
Amount US\$	\$192.500,00	\$485.014	\$575.306	\$575.308,00	\$1.828.128,00

126. Through exhaustive work conducted by the OF7/SGP team, the UNDP Country Office and implementing partners, and based on the results achieved, additional funds amounting to US\$2,929,432.96 were raised, bringing the total amount of co-financing to US\$4,757,560.96 (see Table 3-3). A relevant activity in this context was the development of the Community Responses to the Health Emergency Initiative, as a response to the impacts of COVID 19 in rural communities. Considering the timeliness of the proposal and the rapid coordination between the OF7/SGP team and the GSI, an additional US\$291,650.00 of GSI/TICCA funds were raised.
127. Table 3-3: Co-financing implemented as of the date of the TE compared to ProDoc

Source	Type	Amount (US\$) foreseen in ProDoc	Amount (US\$) executed at the date of the TE
Community Organizations	Cash	230,000	1,507,771.64
Community Organizations	In kind	586,450	915,944,63
UNDP CO	In kind	215,585	68,725

UNDP resources TRAC	Cash	10,000	15,082
MAATE/ PASNAP	In kind	586,093	369,639
GSI/TICCA Consortium	Cash	200,000	567,722
Other contributions	Cash and In kind	-	1,312,676.69
Total		1,828,128	4,757,560.96

128. Table 3-4: Distribution of Co-financing received per year

Co-financing (per year)	2020	2021	2022	2023	Total
Amount US\$	\$632.361	\$1.657.933	\$2.067.871	\$399.395	\$4.757.560

129. It is important to highlight the high volume of co-financing received from local initiatives which, added to those received in cash and in kind, exceeded the initially planned funding by 300%. This is due, among other factors, to the work related to the COVID 19 recovery projects. In addition, about US\$ 1.3 million in additional funds were raised through: (i) the civil society donations initiative with the collaborative financing strategy designed by OF5/SGP (GreenCrowds); (ii) the involvement of other national and international cooperation actors (e.g., additional funds from GSI, Japan Fund, etc.); and (iii) the involvement of other national and international cooperation actors (e.g., GSI, Japan Fund, etc.): Additional GSI funds, Japanese Biodiversity Fund through the COMDEKS project, Foundation for Research and Social Development (FIDES), Global Green Fund (GGF), Amazon Fund, Cultural Survival NGO, United Nations Lions Fund, and the global community (AVAAZ); and, (iii) contributions from private actors (Espai-Epicur).

130. Table 3-5 shows the planned allocation of GEF funds by year, compared to the distribution approved by the Steering Committee during its first meeting in November 2019, in the framework of the OF7/SGP kick-off workshop. It can be seen that initially a lower expenditure was foreseen during the first year and higher disbursements during years 2 and 3. With the adjustment made, the planned execution is concentrated in years 1, 2 and 3, noting a very significant increase in the planned execution of year 1.

131. Table 3-5: Summary of the GEF budget allocated per year (according to ProDoc) and its reprogramming by the Steering Committee.

	Year 1	Year 2	Year 3	Year4	TOTAL
Budget according to ProDoc	\$157,261	\$599,152	\$654,551	\$415,520	\$1.826.484
Budget approved by Steering Committee	\$721.202	\$654.551	\$415.520	\$35.211	

132. Table-3-6: Summary of executed budget vs. allocated budget by project year (as of July 2023), with budgeted amounts as adjusted by the SC.

	Year 1	Year 2	Year 3	Year 4	Total
Budget approved by the Steering Committee	\$721.202	\$654.551	\$415.520	\$35.211	\$1.826.484

Executed	\$672.654,87	\$599.181,15	\$288.331,89	\$135.216	\$1.695.383,56
Percentage Executed	93%	92%	70%	380%	93%

133. At the time of the final project evaluation, about 93% (US\$1,695,383.56) of the total GEF budget (\$1,826,484) had been executed (see table 4-6). The budget available at that date was US\$131,100.44. It is important to mention that, in this case, Year 1 refers to the budget executed during 2019 and 2020, considering that the project started with its start-up workshop at the end of November 2019, and no other relevant amounts were executed in that year (only a total expenditure of around US\$1000 is recorded, which is related to the development of the start-up workshop and minor operational costs).
134. Table 3-7 shows the execution of funds during the years 2019 to 2023. In this regard, it is important to clarify that the funds allocated for each year are based on: (i) the annual AOP and (ii) the degree and amount of execution of the previous year's funds.
135. It is evident that the highest budget execution (in value and percentage) was during 2020, despite the declaration of the COVID 19 health pandemic. This is due to a strategy implemented by the SGP Coordination Office in OF7/SGP for timely and streamlined attention to communities in the face of the impacts of the COVID 19 health emergency (see #90 related to the establishment of the Agile Fund).
136. It is evident that execution during the implementation years (especially 2020 to 2022) has been very high, with execution values in the two project results between 96% and 99%.
137. As of July 2023, there is still a budget of US\$131,100.44 to be executed, of which US\$36,882.61 corresponds to Outcome 1 (O1), US\$39,687.59 to O2 and US\$54,530.24 to the Project Management component. The information provided for the purposes of the final evaluation indicates that these amounts have clearly identified allocations; therefore, full execution of the budget that was remaining at the evaluation cut-off date is expected.
138. As a relevant finding related to the budget execution reports of the GEF funds, it should be mentioned that differences were identified in the annual compliance report. Thus, in the semi-annual report from July to December 2021, a budget execution of 94% is reported for that year, however, in the semi-annual reports for the year 2022, an execution percentage of 101% is reported for the same period (year 2021).
139. According to the documentation reviewed, this is because the 2021 reports include an allocation of funds for that year that is greater than the 2022 reports for the year 2021.
140. The values provided by the UNOPS office were considered for the purposes of this Terminal evaluation.

141. Table 3-7: Execution by components for the years 2019 to 2023 of the GEF funds (cut July 2023) expressed in US\$.

Outcome	2019 (USD)			2020 (USD)			2021 (USD)			2022 (USD)			2023 (USD)		
	Assigned	Executed	% Execution	Assigned	Executed	% Execution	Assigned	Executed	% Execution	Assigned	Executed	% Execution	Assigned	Executed	% Execution
Outcome 1	1.000,22	500,11	50%	428.915,55	426.427,49	99%	354.966,99	352.811,43	99%	145.787,80	145.003,66	99%	113.653,13	64.700,70	57%
Outcome 2	1.027,35	513,68	50%	239.298,94	233.251,20	97%	255.318,55	244.852,79	96%	130.550,65	127.006,01	97%	150.118,56	\$70.364,73	47%
Project Management	92,43	46,22	50%	21.394,19	11.916,17	56%	24.615,21	1.516,93	6%	14.017,11	16.322,22	116%	2.544,39	\$150,22	6%
Total	2.120,00	1.060,01	50%	689.608,68	671.594,86	97%	634.900,75	599.181,15	94%	290.355,56	288.331,89	99%	266.316,09	\$135.216	51%

142. Table 3-8: Summary of the executed budget by outcome

Resultados	Amount in US\$	Amount in US\$	% of execution	Amount in US\$
	Total executed	Total executed		Available Budget
Outcome 1	1,026,326	989,443,39	96%	36.882,61
Outcome 2	715,676	675,988,41	94%	39.687,59
Project Management	84.482	29.951,76	35%	54.530,24

Monitoring and evaluation: design at entry and implementation {*}.

143. The GEF Monitoring and Evaluation Policy (2010) is designed under the Results-Based Management (RBM) methodology. This document places partner countries, NGOs, the private sector and communities as the main source of information and responsible for project indicators, monitoring data collection and information provision. RBM allows users to take full advantage of planning and monitoring and evaluation tools. The SGP-Ecuador has designed the Monitoring, Accompaniment and Technical Assistance System (SIMONAA) based on its experiences and lessons learned during the previous operational phases. SIMONAA is a participatory tool that collects information on the progress and status of projects and allows both technical and financial progress to be evaluated. The evidence collected through interviews allows us to deduce that it is a powerful tool that is designed according to the requirements, and that it has even been validated and applied in other areas and projects.
144. The ProDoc included a Monitoring Plan that details the functions, responsibilities and frequency of monitoring of project results. This Plan defines that the results of the project, as described in the project results framework, will be monitored annually and periodically evaluated during the execution of the project to guarantee the effective achievement of its results. Additionally, the ProDoc included an analysis for the definition of the goals established under the GEF Core-Indicators, which establish the total hectares under conservation and best practices (Core-Indicators 4 and 5), as well as the number of people who will be direct beneficiaries (Core Indicator 11).
145. During the implementation of OF7/SGP, a battery of indicators was designed that were included in the SIMONAA for the follow-up of the mandatory indicators (Core-Indicators), and the result indicators.
146. Similarly, during the implementation of OF7/SGP, a total of 78 indicators are monitored through SIMONAA, of which 10 were added during the implementation phase in order to measure the results of the response projects. to the COVID 19 emergency. From each application of the tool, a report is generated that is shared with community organizations.
147. It is important to highlight in this context, that the indicators to measure the progress of the objective (mandatory indicators) and indicators of project results, are given through a combination of various indicators included in SIMONAA (see Annex 7). Although there is a general table that allows linking the SIMONAA indicators that measure the progress/achievement of the OF7/SGP objective and results indicators, there is no technical memory that allows visualizing the calculation methodology used for this process.
148. For example, in the monitoring reports of indicators for Biocorridors, the detail of the calculation methodology that allows the technical team to report on the progress of this indicator is not included, and it is important to include this data, in the monitoring reports of OF7/SGP (PIR and semi-annual progress reports). Note that the available records do not allow us to recognize which of the sub-indicators shown in the table in the example have been used to calculate the respective indicator, nor do we have the details that allow us to know the specific way in which it is calculated.
149. The collection of information in the territory to feed the SIMONAA was initially the responsibility of the executing organizations. This information is later validated and adjusted with the support of EQUIPATEN and was carried out in a participatory manner with local stakeholders, with whom the progress of the proposed products was analyzed. On this basis, EQUIPATEN issued a report that served to make the necessary adjustments to program activities, generate feedback, and keep the National Coordination and the National Steering Committee informed.
150. Due to the sanitary emergency declared in March 2020 in Ecuador, it was not possible to carry out local face-to-face workshops for the national start-up and the joint induction of SIMONAA (OF7/SGP team and EQUIPATEN), and therefore, these meetings were held virtually. However, it is important to clarify that the local EQUIPATEN teams provided assistance and permanent follow-up to the communities

during 2020 (from the beginning of their work in the second semester of that year) for the implementation of SIMONAA, through face-to-face meetings with few stakeholders and applying biosafety measures.

151. During the months of April and May 2021, 12 visits were made for the application of SIMONAA in the territory, with the presence of the National Coordinator of OF7/SGP, EQUIPATEN, EQUIPATEC, representatives of local organizations and key actors in charge of the implementation of the bioenterprises.
152. During 2022, 24 visits were made for the application of SIMONAA, 12 in the month of January to evaluate mid-term progress and 12 in the months of June to August, with which it was possible to learn about the progress of the Biocorridor projects. The trips to the territory began with a meeting of the Biocorridor Management Committee, followed by an agenda of visits to learn about the progress of the biobusinesses, as well as their implementation and monitoring tools. During the visits, the information in the SIMONAA matrices was corroborated and the achievements and limitations in the implementation of the final stage of the OF7/SGP were evaluated.
153. Finally, it is important to add that SIMONAA has a quantitative and qualitative approach, which gives it an important potential, demonstrated in the field, to incorporate in its application both objective data on progress and qualitative estimates of achievements, limitations and future lines of action that emerge from the analysis as necessary.

154. Table 3-9: Rating of the design and implementation of the monitoring and evaluation system

Monitoring and Evaluation	
<i>Overall rating of the general quality of M&E</i>	S
<i>Rating of monitoring and evaluation at design</i>	S
<i>Rating of monitoring and evaluation during implementation</i>	S

UNDP and Implementing Partner implementation / execution coordination, and operational issues.

155. OF7/SGP was implemented under the modality of "Implementing Agency" and in accordance with UNDP and UNOPS rules and regulations. The Implementing Partner is UNOPS and the Implementing Agency is UNDP Ecuador.
156. UNOPS executes its assigned activities under its rules and in accordance with GEF guidelines. During the implementation of OF7/SGP, UNOPS provided the necessary financial resources for the implementation of the planned activities (budget for workshops, travel, consultancies), as well as the preparation of financial reports, and the provision of inputs to the SGP National Coordination office, which together with UNDP is responsible for the semi-annual reports and PIR. Financial reporting was done on a quarterly basis from UNOPS to UNDP.
157. At the time of the final evaluation, the official results of the OF7/SGP audit are not available. The final evaluation, considering its technical nature, is the responsibility of UNDP.
158. In relation to the findings related to funds and financial management, the following may be mentioned.
 - a. Considering that the STAR funds allocated to OF7/SGP is less than USD 2 million, it was necessary to design an MSP. Given the scope of the activities at the national level, the availability of such a small budget was a challenge (especially during the financial design of the project in the ProDoc phase). It is worth mentioning that, in general, in previous phases of the SGP, the available budgets

were higher, and this allowed for a more ambitious programming of activities, while for OF7/SGP this constraint was present from the beginning.

- b. Contracting modality of the NC and personnel costs: The NC was contracted under a national personnel modality (Staff Position), which entails higher costs than a contract for professional services or similar. It is important to clarify that given the nature of the program continued, this contract modality is inherited from previous phases of the program and has been applied in several countries globally. In addition, and to provide continuity to the processes of the previous phase during OF7/SGP, the contracting of part of the technical staff of OF6/SGP was approved. During the design of the project, the high percentage of personnel costs compared to the resources allocated was identified, which represented a challenge for raising co-financing for compliance with GEF standards.
159. Coordination and articulation between the UNDP country office and the UNOPS office are mainly related to financial and budgetary issues. Coordination between OF7/SGP and UNOPS is generally handled (and has been handled in previous phases) through the SGP technical team, maintaining continuous communication. It should be noted that since OF5/SGP, Ecuador has the status of "promoted country" and is therefore not part of the global program; however, OF7/SGP was developed in line with and integrated into the policy and activities undertaken at the global level by that program. In this context, it is worth mentioning that Ecuador has effectively shared with the Global Program and with other Upgraded Country Programs various lessons learned since OP7/SGP. This provides added value to the developed management.
160. In this context, it is worth mentioning that Ecuador has effectively shared with the Global Program and with other upgraded country Programs various lessons learned since OP7/SGP. This provides added value to the developed management.
161. From the interviews conducted in the framework of the information gathering with key actors, a high level of compliance of both offices (UNOPS and UNDP at the national and global levels) in the context of OF7/SGP is evident, however, the lack of a more fluid work modality influences the qualification.
162. Table 3-10: Rating of IA and EA coordination during program implementation

Coordination on implementation and operational issues of the Implementing Agency and the Implementing Partner.	
Overall quality of the application/performance	S
<i>Quality of the Implementing Agency</i>	S
<i>Quality of the Executing Agency</i>	S

3.3 Project results

Overall results {attainment of objectives}.

163. At the time of the final evaluation, OF7/SGP was able to meet 9 of the 11 indicators (#1, #2, #3, #5, #6, #7, #8, #9, #10) (see table 3-14).
164. The 11 program indicators are divided into: (i) 4 Core Indicators and (ii) 7 indicators for measuring expected results (3 indicators for O1 and 4 for O2). Among the indicators that have not been achieved until the final evaluation are: (i) Core Indicator 4, related to "Increased area (hectares) of marine habitats with improved practices for the benefit of biodiversity"; and (ii) Indicator #11, related to "Number of market agreements between biobusiness networks and buyers". The details of the analysis

on the fulfillment of these indicators, including the incidence of pandemic, are mentioned below in the chapters on Effectiveness (#177 to #188) and Efficiency (#189 to #203) of the implementation.

165. The target related to mandatory indicator 4 has been deleted during the implementation of OF7/SGP (please refer to "Adaptive Management" section #103 to #109). Indicator #11 showed significant progress, however, it is unlikely to be completed until project closure. Most of the indicators, 9 out of 11, were met without deficiencies, also exceeding the target set in the ProDoc, and despite the negative scenario of the pandemic. Based on the above, it can be concluded that one indicator had minor deficiencies (#11) and one indicator had substantial deficiencies (#4) for the reasons cited in previous sections (#103 to #109) which were also reported in the 2022 PIR.
166. It should also be noted that through SIMONAA the qualification of the OF7/SGP results considers quantitative and qualitative criteria and includes the point of view of the executors, the technical support teams and the National Coordination.

167. Table 3-11: Rating of overall project results

OF7/SGP Results	
Overall rating of compliance with the results	S

Relevance (*)

168. Relevance, in the context of evaluations, is the extent to which the objectives and design of an intervention respond to the needs, policies and priorities of the beneficiaries, at the global, country and partner/institution levels, and continue to do so if circumstances change.
169. OF7/SGP worked on consolidating the results of the previous phase, replicating good practices and lessons learned. In this context, bioenterprises were promoted and strengthened to reduce habitat fragmentation, to improve the sustainability of agroecosystems in prioritized landscapes, promoting territorial articulation through an approach that integrated various actors between the local-community, territorial-provincial, national and international levels.
170. The objectives of OF7/SGP are consistent with both national and international needs and priorities. At the national level, the project is based on the mandates established in: (i) the Constitution of the Republic, (ii) the National Protected Areas Strategy, (iii) the National Biodiversity Strategy and (iv) the National Plan for Good Living 2013-2017. At the international level, consistency with global guidelines is sought. In this regard, according to the ProDoc, the OF7/SGP is aligned with the fulfillment of 11 of 17 Development Goals (SDGs) (SDGs 1,2,5,8,9,11,12,13,14,15,17), and is framed within the country's commitments under the Convention on Biological Diversity. In addition, OF7/SGP is aligned with other international programs such as: (i) the Japan Environment Fund (COMDEKS) and the GSI through the Global Fund "Support for Indigenous and Community Conserved Areas and Territories" (TICCA).
171. Specifically, the OF7/SGP responds to Ministerial Agreement 034 on Bioeconomy, published in April 2019, which issues guidelines for the promotion of Bioenterprises as a strategy for the conservation of natural heritage through the sustainable use of biodiversity. In this context, this Agreement defines in its article 9 "Cooperation" the support for the consolidation of bioenterprises through agreements and cooperation agreements with public, private and national and international cooperation actors. Likewise, OF7/SGP is aligned with the Technical Standard for the establishment of Connectivity Corridors, which was issued in May 2020.
172. OF7/SGP seeks complementarity, harmonization, and coordination with other national efforts in the area of environmental protection through the responsible use of natural resources. Within this

framework, it is closely linked to the following initiatives at the national level: (i) the Program to Support the National System of Protected Areas (PASNAP), which aims to contribute to the conservation of biological diversity and the livelihood bases of the population through the strengthening of the management and management of priority areas of the SNAP in co-responsibility of regional and local actors, (ii) the SNAP by increasing the number of hectares of protected areas at the national level, (iii) the Socio Bosque Program for community conservation work in priority areas within project intervention zones, and interaction with the GSI through ICCAs for work in the territories.

173. Drawing from the concept of direct participation in the design of OF7/SGP and its monitoring and evaluation phases, the OF7/SGP team and MAATE prioritized interventions in key vulnerable areas and landscapes (9 landscapes pre-selected and mentioned in previous sections of this report). Stakeholders and beneficiaries that had previously shown positive results and impacts in the selected areas were analyzed. At the same time, the process determined that the inclusion of some of the previous initiatives such as Biocorridors and bioenterprises will scale up the concept and methodology of the proposed intervention, as they will serve as replicators and facilitators during the OF7/SGP. The landscapes were carefully chosen based on an analysis of the areas that overlap the Biocorridors for Living Well (OF5/SGP and OF6/SGP), buffer zones of areas considered in the National System of Protected Areas (SNAP) and communities, as well as the PSB conservation areas, with special emphasis on areas where the bioenterprise strategy will have a positive impact for conservation and sustainable development. Another fact considered was the existence of potential bioenterprises and consolidated conserved areas, which serve as a framework for conservation and sustainable development projects.
174. In relation to gender mainstreaming, the overall SGP program is required to include intersectional and gender issues. The SIMONAA monitoring system includes specific gender indicators on: (i) leadership and decision making, and (ii) participation, (iii) gender equity, (iv) gender equality, (v) gender equity, and (vi) gender mainstreaming.
175. The implementation of proposals for action to deal with the impacts of COVID 19 at the rural level, through the Agile Fund and the "Community responses to the health emergency" initiative, made it possible to ensure the interest and empowerment of community organizations, communities and indigenous peoples. To this end, response funds were provided in more than 30 communities. Since it was possible to reallocate funds for the implementation of the Agile Fund and raise new funds from the GSI, the project was able to address an imminent crisis among local communities (see "adaptive management" section #90 to #102 for more details).
176. Table 3-12: Rating of Program Relevance

Relevance	
Rating of Program Relevance	S

Effectiveness & Efficiency (*)

177. **Effectiveness.** Effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its objectives and outcomes. It is the extent to which the objectives, outcomes and outputs of the development intervention were achieved or are expected to be achieved considering their relative importance. It is also an aggregate indicator of the merit or value of an activity, i.e., the extent to which an intervention has achieved, or is expected to achieve, its main relevant objectives in a sustainable manner and with a positive impact on institutional development.

178. In general, the stakeholders interviewed evaluate the achievement of the results as very good. The high degree of coordination between local stakeholders and the EQUIPATEN and EQUIPAC teams to carry out the various activities, as well as the involvement of women producers at the local level, are particularly noteworthy.
179. It is important to point out that the OF7/SGP started its activities in the context of the COVID 19 pandemic. Both nationally and internationally, it was expected to return to normality in the short term, but all expectations regarding the effects, impacts and restrictions were exceeded, which led most bioenterprises to enter a stage of crisis both in their production processes and, to an even greater extent, in their marketing. This is due to the lack of sales of the products, considering that many of them are linked to tourism, such as handicrafts, and others to cosmetic products. In this context, the products that best managed to cope with the impacts during the first months of the pandemic were those related to agroecology (food baskets, honey and others). However, in general, all bioenterprises suffered a crisis, to the point that many stopped producing. The pandemic also caused changes in the rhythms and ways of working, which led to significant changes in the production, communication and commercialization processes. Regarding this situation, OF7/SGP promoted different initiatives and activities during 2020 that favored the reactivation of agroecological actions at the rural level (e.g. family gardens), in order to support the families of the bioenterprises to face the health emergency of COVID 19. Within the framework of the COVID 19 Community Response to the Pandemic projects (GSI funds), it is important to note that they were implemented with 40 organizations and 106 communities that are part of the Cañari people, the Kichua Nationality of the Amazon, the Montubio people, the Caranqui people, the Mangrove People, the Kichua Puruhá people, the Waorani Nationality, the Awa Nationality, the Chachi Nationality, the Shuar Arutam people, the Manta people, and the Kichua Indigenous People of Sarayaku.
180. As of the date of the TE, a portfolio of 63 projects has been implemented under OF7/SGP, as detailed in Table 3-14 below.

181. Table 3-13: Portfolio of projects implemented in OF7/SGP

Type of Financing	Type of Project Implemented	# projects
GEF	Rapid Response - Agile Fund	17
	Biocorridors	12
	Community capacity building	2
	Support for "Manabí Convida" financed by the Italian-Ecuadorian Development Fund (FIEDS-FIDES):	1
GSI/ TICCA	Rapid responses - Agile Fund	6
MAATE/PASNAP/KFW	Projects to promote bioenterprises in the Northern Amazon - PASNAP - MAATE	3
COMDEKS	Community Development and Knowledge Management Project for the Satoyama Initiative	1
GSI/ TICCA	Socio-ecological Resilience in the light of COVID 19	20
Lions Share	Pachamama Foundation Project	1
TOTAL		63

182. During the implementation of the 63 projects, the SGP National Coordination Office team maintained a participatory and permanent communication with the different stakeholders: community and peasant organizations, indigenous peoples and nationalities, NGOs, National Steering Committee, technical assistance teams, MAATE, UNDP Ecuador, UNDP headquarters, and other strategic allies. All this through its official communication channels: corporate mail, social networks, MailChimp, articles, reports, workshop presentations, etc.
183. In addition, 58 bioenterprises were implemented within the framework of the Biocorridor projects, which are presented in Annex 7.

184. As an example of a successful case among the 58 bioenterprises, the Chocó Esmeraldas Biocorridor is mentioned as it achieved results beyond what was expected, through the institutionalization of several bioenterprises (fish farming, beekeeping, awareness campaigns, handicrafts and tourism) through their inclusion in the Development and Land Management Plan of the Provincial Government of Esmeraldas 2019 - 2023.
185. As a subject for improvement, several of the stakeholders interviewed mentioned the communication strategy. Although it is recognized that several dissemination mechanisms have been designed and implemented (brochures, publications, radio and television interviews, social networks) with a wide reach of people, it was mentioned that the dissemination of the results achieved and next steps has not had the expected impact at the local community level, especially in the coastal region.
186. The results achieved from the project are presented in the project's Results Framework (Table 3-15).
187. Table 3-14: Effectiveness Rating

Effectiveness	
Effectiveness Rating	S

188. Table 3-15: Program Results Framework and compliance with indicators

Objective To enable community networks to build social, economic and ecological resilience by producing global environmental and sustainable development benefits from bioenterprises in nine landscapes located in the coastal, highland and Amazon regions.					
Description of the Indicator	Baseline	Mid-term Target	End of Project Target	Status as per TE	TE Comments
Mandatory indicator 1: # direct project beneficiaries broken down by gender (individual persons).	4,855 producers benefit directly from the Socio Bosque Program in the selected landscapes.	4,500 bioenterprises beneficiaries in the nine landscapes, of which at least 50% are women.	At the end of the project, at least 8,533 people are direct beneficiaries of the project within the landscapes, of which 5,120 are women.	A cumulative total of 20,942 direct beneficiaries, of which 11,500 are women.	Project result exceeded. The total number of beneficiaries has been exceeded by 265%. 225% more women were directly benefited.
Mandatory indicator 2: # indirect project beneficiaries broken down by gender (individual persons).	10,000 people are indirectly assisted by the Socio Bosque/MAE Program in these landscapes.	7,910 people receive indirect benefits from bioenterprises in the selected landscapes, of which at least 50% are women.	15,820 people receive indirect benefits from bioenterprises in the selected landscapes, of which 9,500 are women.	The program reports 27,784 indirect beneficiaries, of which 1,2224 are women.	Project result exceeded. The program registered 176% more indirect beneficiaries than the target.
Mandatory Indicator 3: Increased area (hectares) of landscapes with improved practices (GEF Core Indicator 4.1+ 4.3)	Pre-identified socio-forest landscapes in the nine selected areas: 84,114.54 ha.	At least 80,000 hectares with improved management practices	At least 191,468 hectares of land are under improved management practices.	698.206,18 hectares.	Project result exceeded. The following are considered for the fulfillment of this indicator: 103,792 hectares protected/conserved through direct project actions such as sustainable agroforestry, agroecological management. 169160.18 hectares through connectivity initiatives implemented with the Socio Bosque/ MAAATE/kfW Program. 425254 hectares of territories and areas are conserved by indigenous peoples and local communities,

						also known as Territories of Life - TICCAs. The goal has been achieved by 365%.
Mandatory Indicator 4: Increase in area (hectares) of marine habitats under improved practices for biodiversity (GEF Core Indicator 5)	Pre-identified Socio Forest Seascapes in selected coastal areas: 2366 ha	At least 1,100 hectares of marine habitat under improved practices for the benefit of biodiversity.	At least 2,637 hectares of marine habitat under improved practices for the benefit of biodiversity.	57.72 hectares		Result not met. Please refer to "Adaptive Management" section #103 to #109. However, it is very important to note that the decision not to implement improved practices on marine habitat surfaces was taken by the National Authority due to the limitations already mentioned in #103 to #109.
Outcome 1						
Community bioenterprises in the nine selected landscapes strengthened through improved capacities for sustainable production, biodiversity conservation and market access.						
Description of the Indicator	Base Line	Goal Mid Term	Goal at the end of the Project	Goal achieved to ET	ET Commentary	
Number of functional bio-enterprises at the community level in the nine landscapes based on biodiversity conservation products and agroecological resource management, of which at least 50% are coordinated by women.	Approximately 30 bio-enterprises at the community level in the target landscapes. Number of bio-enterprises currently run by women	At least 10 additional community bioenterprises in the landscapes, 50% of which are coordinated by women.	20 community bioenterprises in the landscapes, 50% of which are coordinated by women.	58 biobusinesses, 26 of which are coordinated by women.	Project result exceeded. The final goal for Bioenterprises was exceeded by 290%. Although only 26 (45%) are coordinated by women, it is understood in this context that the 50% indicated in the final indicator refers to a number of at least 10 Bioenterprises (50% of 20 Bioenterprises).	
Number of innovative value-added products generated by community projects practicing biodiversity conservation	There are approximately twelve unclassified innovative community products in the selected landscapes.	Biobusinesses develop at least eight other innovative products	Biobusinesses develop at least 16 innovative products	58 innovative value-added products have been generated from community projects.	Project result exceeded. The result achieved exceeds the final goal by 363%.	

and agroecological resource management.					
Number of communities biobusinesses supported by innovative financial mechanisms	Around ten (10) community biobusinesses have received financial support through the GreenCrowds platform since its creation in 2015.	15 community bioenterprises receive support from innovative mechanisms	20 community biobusinesses receive support from innovative financial mechanisms	20 community biobusinesses received support from innovative financial mechanisms	Project result exceeded.
Outcome 2					
Multi-stakeholder biobusiness networks created and operational in each of the nine target landscapes to improve governance and coordinate market access.					
Description of the Indicator	Base Line	Goal Mid Term	Goal at the end of the Project	Goal achieved to FE	FE Commentary
Number of bio-entrepreneurship networks established and operational in the nine target landscapes. networks established and operational in the nine target landscapes.	In coordination with the Socio Bosque Program, 30 community initiatives within the nine target areas are working to improve landscape resilience. The Socio Bosque Program maintains community agreements with the 30 existing initiatives in the target landscapes.	Five multi-stakeholder bio-entrepreneurship networks Five multi-stakeholder bio-entrepreneurship networks established and operational in the nine selected landscapes.	Nine multi-stakeholder bio-entrepreneurial networks established and operating in the nine selected landscapes. established and in operation in the nine selected landscapes.	9 Bioredes, additionally 12 ASOCIATE Agreements	Project result exceeded.
Number of value chain strategies developed for Products with Territorial Identity (PIT) by bio-enterprise networks to promote and articulate biodiversity conservation and sustainable production in the nine target landscapes.	A bio-entrepreneurship strategy was developed to improve markets and value chain products during FO6. A bio-entrepreneurship strategy was developed to improve markets and products in the value chain during FO6.	At least four bioenterprises value chain strategies generated by community bioenterprise networks practicing biodiversity conservation and agroecological resource management. agroecological resource management. generated by community bioenterprise networks that	At least nine ITP value chain strategies for products generated by community bioentrepreneurial networks practicing biodiversity conservation and agroecological resource management. that practice biodiversity conservation and agroecological resource management.	58 ITP value chain strategies	Project result met This indicator has reached 644% of the planned target level, with 58 strategies for the development of the value chain of Products with Territorial Identity (PIT) and the respective improvement plans in execution. The value chain strategies are being promoted through various

TE-Product 3

		practice biodiversity conservation and agroecological resource management.			proposals and have been connected to different strategic allies to achieve additional momentum for each initiative.
Number of value chain strategies implemented by the Bio-enterprise networks.	-	-	-	58 ITP value chain strategies	Project result exceeded. This indicator has reached 644% of the planned target level, with 58 Product with Territorial Identity (PIT) value chain development strategies (improvement plans) under implementation. The value chain strategies are being driven through various proposals and have been connected to different strategic allies to achieve additional momentum for each initiative.
Number of market agreements (e.g. sales contracts, etc.) between biobusiness networks and buyers.	Products with a territorial identity strategy (PIT) have been considered a key tool in the commercialization of products with a territorial identity strategy.	At least three market agreements (e.g. sales contracts, etc.) between biobusiness networks and buyers.	At least six market agreements (e.g. sales contracts, etc.) between biobusiness networks and buyers.	Signing and implementation of four market agreements.	Project result in progress

189. **Efficiency.** Efficiency is the extent to which an intervention produces, or is likely to produce, results in a cost-effective and timely manner. In this sense, efficiency is defined as the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective manner possible, compared to viable alternatives in the context. This criterion also includes operational efficiency.
190. **Efficiency during implementation.** The management model applied for OF7/SGP has been used in the framework of the SGP-Ecuador since OF5/SGP. The model focuses on a methodology that ensures multilevel and multi-stakeholder participation through very close work with local stakeholders and authorities, with the aim of influencing local policy mechanisms (with special emphasis on rural planning). In this context, it is important to note that OF7/SGP is implemented by association, that is, several communities join together for the implementation of a project, through a Management Committee. The leadership of the committee was provided by the organizations themselves (CBOs or NGOs). This scheme allowed (as in previous phases) a strong ownership by local stakeholders.
191. A relevant aspect was the development of meetings within the framework of Biored, as a multi-stakeholder/multilevel space, in which important articulation was achieved between local actors, governmental organizations, national and international NGOs and other strategic actors. In these spaces, the progress of the Biocorridor projects was presented and agreements were reached for the creation of alliances to guarantee the sustainability of the initiatives. At the end of the project, 12 Socio-environmental Territorial Agreements (known as ASOCIATE) were signed.
192. The PSB has made an important contribution to achieving the goals of conservation and revitalization of landscapes, as they support the strengthening of awareness of the importance of fragile ecosystems for the country. One factor of success is the strict compliance with the processes described in each of the agreements signed between the PSB and the communities, as in the case of the communities of Zuleta, who have made a precise definition of the problems to be faced, a project design that responds to these problems, a budget adjusted to the needs of the project and an implementation that is in line with both the expenditure plan and the activities presented. However, due to a delay in the payment of the PSB during the pandemic, the timing of the joint programming with OF7/SGP for the work planned in the bioenterprises was delayed and it was not possible to coordinate actions in this context, but only in relation to the goals of ecological connectivity.
193. Another interesting aspect is the agile implementation of support and assistance projects as emerging responses to the pandemic, including the creation of knowledge communities for collective learning among actors on different topics. The point to highlight is the timely response provided by OF7/SGP using emergency resources (GEF and GSI funds) to address the crisis associated with the COVID-19 pandemic. a.
194. Ultimately, a key success factor in meeting the goals was the active role of the SGP Coordination Office with EQUIPATEN and EQUIPAC in providing technical assistance and support for the implementation of activities and the high degree of coordination with local actors. Also noteworthy was the timeliness of the on-site technical assistance provided by these actors during the first months of the pandemic, using biosecurity measures, as established in the health protocols issued by the national government.
195. Considering the complexity of managing marketing activities in a pandemic and post-pandemic environment, it is evident that it is still necessary to strengthen the processes of identifying the most suitable channels, means and points of commercialization. As part of its activities, the project has worked to provide support to bioenterprises to modernize their marketing strategies through the use of new technologies (online markets, among others), by implementing a Certification Course for Marketing in Social Networks. However, despite all these efforts, the final evaluation has shown that the positioning of the bioenterprises' products (both on the perch and in other marketing channels) is still very limited. Therefore, it is necessary to strengthen the strategies initiated and establish other marketing strategies closer to the

dynamics of biobusinesses (e.g., specific markets for the sale of organic products, identification of market niches and specific points of sale such as gyms for the sale of energy bars, among others).

196. **Financial Efficiency.** During the project, the co-financing/counterpart of each community was at least 1:1, both for the bioenterprises and for the community response initiatives to COVID 19. It is also worth mentioning that the community organizations that participated in the Biocorridor projects executed all the funds allocated in a planned and timely manner.
197. Within the framework of financial efficiency, a timely and creative response by the National Coordination Office of the SGP is noteworthy, which, based on a reallocation of funds, created the Agile Fund, as well as the raising of additional funds to employ complementary strategies that made it possible to strengthen support to rural communities in the face of the impacts of COVID 19.
198. During the interviews conducted, the work of the OF7/SGP Team was highlighted in terms of the financial assistance provided to the participants.
199. **M&E efficiency.** The ProDoc indicates the M&E guidelines for OF7/SGP. In this framework, OF7/SGP results were subject to a monitoring process through the submission of semi-annual and annual reports (PIR and others), and other quality assurance actions by the implementing agency. In this context, the project team addressed a number of monitoring and evaluation requirements based on UNDP, UNOPS and GEF guidelines. It should be noted that the PIR submitted in 2021 rates progress on the development objective and progress on implementation as Satisfactory, while the PIR submitted in 2022 maintains the rating of Satisfactory for progress on the development objective, while progress on implementation is rated as Highly Satisfactory.
200. OF7/SGP had a monitoring and evaluation plan for ongoing monitoring of results and progress towards the achievement of objectives. It is important to highlight that the monitoring indicators integrated the gender approach by collecting sex-disaggregated data on some parameters (e.g., women's participation, number of women in decision-making positions, and number of women leading bioenterprises).
201. The work related to the site visits to apply SIMONAA during the implementation of OF7/SGP is noteworthy. For this purpose, the teams of EQUIPATEN, EQUIPAC and the OF7/SGP technical team held about 40 meetings with local stakeholders. In addition, several workshops were held to evaluate the progress of the projects implemented.
202. Among the limitations encountered is the complexity of relating the results collected through SIMONAA with the OF7/SGP indicators (for details please see section "Monitoring and Evaluation: Input Design and Implementation" #143 to #154).
203. Table 3-16: Efficiency Rating Results

Efficiency	
Rating of overall efficiency	S
<i>Efficiency during implementation</i>	<i>S</i>
<i>Financial Efficiency</i>	<i>HS</i>
<i>M&E Efficiency</i>	<i>S</i>

Sustainability.

204. The **sustainability** of a project is defined as the extent to which the net benefits of an intervention continue, or are likely to continue, after the intervention is completed. Within the project there are some very specific and concrete potential sustainability factors and elements. These relate to issues such as relevance/ownership, institutional capacity and development, policy, etc., that the project supported. The following is a description of the sustainability of the project results and the extent to which different potentially sustainable elements exist.

205. **Socio-political sustainability.** There is a high level of ownership by local stakeholders in relation to bioenterprises. During the interviews with OF7/SGP stakeholders, it was recognized that the future success of their productive initiatives will depend on factors such as: (i) support and technical assistance from public and private actors; (ii) availability of co-financing; (iii) identification and positioning of products in new markets; and, (iv) integration of new technologies that allow for the modernization of marketing channels.
206. Within the framework of the implementation of bioenterprises, important advances have been made in the identification and positioning of products in different markets. However, the sustainability and thus the success of these products will depend to a large extent on their ability to respond to new and changing market needs. According to the results of the interviews and testimonies, this requires optimizing and strengthening the design and implementation of current communication strategies, focusing more on specific market niches that privilege/prioritize the acquisition of the products.
207. Another success factor in the distribution of this type of product, suggested during the interviews, is linked to the design of a communication strategy that is aligned with a concept of organic and sustainable production, respectful of the environment. This includes factors such as the correct selection of packaging and containers, marketing messages, and the development of impact campaigns, among others. It should be noted that at the date of the final evaluation each bioenterprise has its Improvement Plan, as well as its production, marketing and communication manuals, which include relevant aspects for the sustainability of the products.
208. **Sustainability of the institutional and governance framework.** At the institutional level, sustainability is largely linked to technical staff turnover. In this sense, it is recognized that public institutions such as MAATE, MAG and Local Governments have suffered many rotations of technical staff. This often hinders the continuity of activities (such as networks and partnerships) and requires additional time for the integration of new teams in the thematic, and to resume inter-institutional relationships.
209. Considering the political situation and the imminent changes of government (end of 2023 and beginning of 2025), the scenario for reaching stable and lasting agreements with public and private actors that will benefit the sustainability of the bioenterprises developed during the OF7/SGP is complex.
210. From the point of view of local governance (governance of community organizations), it is acknowledged that local organizations have established governance and coordination schemes that have favored the development of activities related to the implementation of bioenterprises and the strengthening of the Biocorridors, despite the negative impacts they faced during the health emergency. This was the case in most of the OF7/SGP intervention sites, with some differences in other territories (especially on the coast) where the implementation of activities required additional efforts by the technical teams (EQUIPATEN and the SGP technical team) due to the socio-cultural characteristics present.
211. In addition, in terms of institutional sustainability, it is very important to keep in mind that the Government of Ecuador has committed additional STAR resources for the next FO8/SGP through UNDP implementation.
212. **Financial sustainability.** One of the key factors for financial sustainability is related to market conditions and the socioeconomic and purchasing power of potential clients. In this context, it is necessary to conduct periodic market studies to adjust marketing strategies to the conditions identified.
213. **Environmental Sustainability.** The documentation reviewed and the results of the interviews suggest that there are no environmental factors that could negatively affect the maintenance of the overall environmental benefits to which OF7/SGP contributes. However, as of the date of the final evaluation, there are still anthropogenic activities that could threaten the environmental benefits achieved within the buffer zones and protected areas in which the biocorridors are located. A very important aspect to consider is the validity of medium and long-term agreements that contribute to biodiversity conservation through the PSB, and the environmental care conditions promoted by MAATE through the SNAP and PASNAP.

214. Table 3-17: Sustainability Rating Results

Sustainability	
Overall rating of sustainability	ML
<i>Socio-political sustainability</i>	<i>ML</i>
<i>Sustainability of the institutional and governance framework</i>	<i>ML</i>
<i>Financial Sustainability</i>	<i>ML</i>
<i>Environmental Sustainability</i>	<i>ML</i>

Country ownership.

215. The level of ownership of OF7/SGP on the part of the stakeholders is very high. During the information survey conducted with local stakeholders, it has been possible to evidence the strong will and interest in maintaining bioenterprises in the medium and long term, and thus also maintain sustainable production and, of course, give continuity to the commitment of organizations, communities and strategic allies participating in the Bioredes at the level of Biocorridor projects, to conserve their territories and develop bioenterprises. In addition, as mentioned above, MAATE has approved/allocated GEF funds for OF8/SGP.

Gender equality and empowerment of women.

216. Female participation and empowerment of women in the different activities, processes, projects, bioenterprises, and initiatives of OF7/SGP is very high, and undoubtedly these are aspects that contribute to gender equality.
217. The numbers associated with the gender indicators are positive and reflect important achievements in terms of improvements in governance within community associations and organizations, especially those visited during the field visits, and real contributions on the environmental conditions of the intervention areas and zones of influence, and on socio-ecological resilience.
218. In general, the gender results achieved have a high potential for continuity in the long term because the vast majority of women participants remain motivated and empowered to continue with the bioenterprises, to replicate and/or scale up the knowledge and skills acquired (including leadership and decision making), and even express willingness and interest to share what they have learned in other spaces.
219. No potential negative impact on gender equality and women's empowerment has been evidenced as a result of project interventions.
220. The implementation of OF7/SGP has effectively contributed to closing some gender gaps such as equal participation, leadership, governance, and shared decision-making. There is also evidence of some improvements in personal, family and community income, and in aspects such as care for nature and organic production in vegetable gardens.
221. Some intangible benefits achieved by the project in terms of gender are the general increase in the self-esteem of the participating women, the soft skills of communication and leadership, and the recognition of the work carried out in the family and organizational nucleus.
222. Applying the Gender Results Effectiveness Scale suggested in the evaluation guidelines to measure the effectiveness and quality of gender results, this project achieves a "Gender Sensitive" rating because the differentiated needs of women and men, and the equitable distribution of income, benefits, resources, status and rights have been addressed.

Cross-cutting themes

223. **Communication:** Considering that the OF7/SGP coincided with the declaration of a sanitary emergency due to the COVID 19 pandemic, the communication management used in the OF7/SGP became a central pillar in the achievement of the programmed activities. In order to adjust the communication work methodology to the health pandemic situation, EQUIPAC conducted a diagnosis of the Biocorridors and biobusinesses, which aimed to update the baseline information. To this end, a survey was conducted to gather information such as: (i) access and connectivity to the Internet; (ii) social networks and web platforms of the biobusinesses; (iii) communication status of the biobusiness; (iv) situation of the biobusiness to define the communication plan; (v) training needs in communication issues; (vi) presence and potential of community groups (youth or women) for the communication actions of the biobusiness; and, (vii) potential allied networks and media. The information gathered was key to the development of communication plans for the biocorridors and biobusinesses.
224. In addition, within the framework of the communication strategy, new opportunities for articulation and exchange of knowledge and know-how were created. Due to the COVID 19 pandemic, it was initially not possible to travel to the territories and work directly with the organizations. For almost 8 months the work was done virtually. However, a weekly space was opened to maintain a dialogue with the community organizations and to learn how the communities were responding to the effects of the pandemic. At the cut-off date of the TE, a large number of communication products have been produced and distributed to stakeholders and have been published for public knowledge. Some interviewees feel that the language used was too technical and unattractive to be disseminated at the local/community level.
225. As a result of these and other efforts, the book "Reinicia: Community Responses to the Health Emergency" was published, which reports on the experiences of that stage. The publication included 100 finalist posters of the "reinicia" contest, in which 1,770 posters were received from 60 countries with messages reflecting on a change in the work model. This work was carried out in partnership with the Designers with Heart collective and replicates a similar experience that was carried out after the earthquake of April 16, 2016.
226. In the first year of the pandemic, under the slogan "In Community We Take Care of Ourselves", a space for periodic liaison, learning and exchange of experiences between communities was established. During the second year of work of the OF7/SGP, the slogan "In Community We Reactivate" was adopted, focusing on the reactivation and reunion of the communities. In line with the communication strategy, 58 bioenterprises were promoted through Biocorridor projects on the coast, in the highlands and in the Amazon. Community organizations worked on these projects in the landscapes prioritized by MAATE and coordinated with programs such as Socio Bosque and PASNAP. In this context, they were able to create an impact in 206 communities with a high participation of women. In addition, the involvement of young people is highlighted, through a scholarship fund for 20 students from different universities.
227. Based on the work implemented by the EQUIPAC and EQUIPATEN teams, it was possible to generate for each bioenterprise an Improvement Plan and its communication and commercial sustainability manuals, and there is a catalog of bioenterprises that is widely disseminated in the country. Each community organization has its own plans and manuals.

GEF Additionality

228. The quantitative and verifiable information in the project records, related to the indicators to measure the progress of the expected results, is linked to the incremental reasoning of the GEF as the project contribution (GEF funds) is part of an initiative that effectively contributes to the increase of the direct number of project beneficiaries disaggregated by gender; the indirect number of project beneficiaries disaggregated by gender; and, the area (hectares) of landscapes under improved practices, i.e. contributes to the achievement of global environmental benefits foreseen in the design of the OF7/SGP.

- 229. Overall, project self-evaluation reports such as: UNDP six-monthly reports, Project Coordination reports, annual progress reports (PIR format), provide evidence of the level of compliance and the results achieved in accordance with the project design phase.
- 230. Regarding mandatory indicator 4: Increase in the area (hectares) of marine habitat under improved practices to benefit biodiversity, several of the reports indicate the reasons why the expected results were not achieved, which are linked to the operational difficulties of implementing the "Socio Mangrove" mechanism, the lack of project proposals for the Biocorridors, where possible, and the negative conditions that were present at the time of the calls for proposals, either due to the severe restrictions of the pandemic or due to the circumstances of social insecurity.
- 231. Considering the focus and modality of the project's resource allocation to the different initiatives, as well as the amounts finally allocated, it is not possible to attribute the results achieved exclusively to GEF contributions. It is appropriate to infer that these contributions have contributed to these achievements.
- 232. The results achieved in environmental, social, community participation and gender related terms can be extended over time and become sustainable in the long term, as long as certain enabling conditions (specific to each bioenterprise) are maintained, such as the availability of technical assistance and monitoring, updating of capacity building processes, provision of resources and/or key inputs, institutional and political support, etc. Within this framework, the support provided to community organizations committed to biodiversity conservation during the most critical moments of the pandemic and the consequent confinement is noteworthy, since such support was strategic in order to strengthen initiatives aimed at conserving ecosystems and the health and life of the communities that contribute to conservation.

Progress towards impact

- 233. OF7/SGP contributed significantly to a behavioral change in the productive activities of local stakeholders and communities by integrating sustainable and environmentally friendly production methodologies and models.
- 234. Another relevant impact is the strengthening of strategic alliances between governmental and non-governmental institutions, with the support of the Management Committees and the Bioredes.
- 235. Within the framework of OF7/SGP, the development of product improvement plans for bioenterprises was achieved, starting from the identification of the value chain to the development of marketing proposals.
- 236. One of the key results of the evaluation was to verify that the Biocorridors proposal is contributing to the sustainable management of the ecosystem, contributing to the conservation of protected areas and carrying out sustainable soil management practices through the implementation of agroecological and agroforestry systems, carrying out a dynamic and ecological management of nature through the production of nature-friendly agricultural products, with the objective of increasing the economic, social and environmental benefits in the communities.

4.Key Findings, Conclusions, Recommendations & Lessons Learned

Key Findings

Key findings related to the design of OF7/SGP

- 237. The project's strategic objective, outcomes and outputs were clear, practical and achievable. The design of OF7/SGP was aligned with national priorities and policies prescribed by: (i) the Constitution of the Republic, (ii) the National Protected Areas Strategy, (iii) the National Biodiversity Strategy and (iv) the National Plan for Good Living 2013-2017. Specifically, OF7/SGP responds to Ministerial Agreement 034 on Bioeconomy and is aligned with the Technical Standard for the establishment of Connectivity Corridors. The design of

the OF7/SGP foresaw the development of bioenterprises located in nine landscapes in the three geographic regions of continental Ecuador.

238. The end-of-project targets included in the results framework assume that the identified barriers that limit the sustainability and market access of bioenterprises will be solved during the implementation of OF7/SGP, minimizing the fact that these are complex barriers to overcome, especially considering that they depend on private sector actors that historically prioritize profitability and financial return on their investments.
239. Given the nature of the project and the guidelines for the design of OF7/SGP, it was not possible or necessary to generate a Theory of Change for the design phase. The results framework is available and includes sufficient information to facilitate the development of self-assessments and external evaluations.
240. Although the stated risks are logical and consistent with reality, a risk mitigation measure has been included that lacks sufficient precision as it indicates that "multi-stakeholder bio ventures will identify and incorporate the necessary mitigation measures when required", i.e. it is not an explicitly stated measure, but a general forward-looking statement. The risks have been monitored continuously and in a timely manner by the UNDP country office, thus ensuring the normal progress of the project through the implementation of the planned measures.
241. The OF7/SGP is implemented based on the positive experiences and lessons learned from previous phases of the SGP, which gives it robustness and high potential for compliance. The Participation Plan and the National Strategy for OF7/SGP contain information on the roles, functions, and responsibilities of stakeholders.
242. The Gender Action Plan is both logical and consistent with national circumstances. The gender activities proposed in this Plan are logical and coherent, and have the potential to contribute to the achievement of project outputs and outcomes, based on the experiences of previous phases of the SGP.
243. In general, the gender activities proposed in the Plan have the potential to facilitate the reduction of some existing gender gaps and encourage greater participation of women in different areas such as leadership, training and/or access to resources.
244. One of the measures foreseen to mitigate environmental and social risks from the early stages of the OF7/SGP, and identified as part of the safeguard analysis process, is not reflected in the design of the BioCorridor projects that access GEF funding. The measure refers to the need for an estimate of the potential impacts of climate change on Biocorridor projects and the respective response actions or measures.

Key findings related to project implementation

245. The "Agile Fund" strategy implemented by OF7/SGP to support Community Response Initiatives to the Health Emergency as a response to the impacts of the pandemic at rural level, showed a high degree of flexibility and allowed the communities involved to strengthen and enhance local projects related to food security, recovery of ancestral medicines, expansion of community farms with medicinal plants, community health care for vulnerable groups, among others.
246. The communication strategy implemented by EQUIPAC was a central pillar to successfully implement the activities in territory. In particular, the "En comunidad nos cuidamos" and "En comunidad nos reactivamos" forums were opportunities for community meetings that made it possible to learn about the needs of the communities from the beginning of the projects (coinciding with the declaration of the pandemic) until their closure. In 2023 this forum has been maintained, under the name "En Comunidad Dialogamos".
247. Despite the pandemic context, OF7/SGP has managed to exceed, in many cases, the programmed objectives and a significant effort has been made to mobilize additional co-financing resources to strengthen the project portfolio. Within this framework, the program was able to implement 63 projects and 58 bioenterprises.

248. Most of the indicators, 9 out of 11, were achieved without deficiencies, also exceeding the target foreseen in the ProDoc, one indicator presented minor deficiencies (#11) and one indicator substantial deficiencies (#4). The information provided and reviewed during the final evaluation allows inferring that, in the case of the two indicators mentioned above, the cause of the deficiencies detected in terms of compliance has not been the lack of management, but the extraordinary situation associated with the effects of the pandemic and the operational limitations related to the lack of Biocorridor project proposals for mangrove areas / marine habitats.
249. Stakeholder participation was key in the development of the bioenterprises since they contributed not only with funds, labor and logistical and institutional support, but also with specific technical knowledge and experience, and even with traditional and ancestral knowledge useful for the bioenterprises. In general, stakeholders show interest and expectations to maintain the bioenterprises supported through OF7/SGP.
250. During program implementation, a total of 78 indicators were monitored through SIMONAA, of which 10 were added during the implementation phase in order to measure the results of the COVID-19 emergency response projects. In this context, the work carried out by EQUIPATEN for the application of SIMONAA with local actors and organizations to measure compliance with the mandatory and result indicators of OF7/SGP is noteworthy.
251. At the time of the TE (July 2023), 93% (US\$1,695,383.56) of the total budget allocated by the GEF (\$1,826,484) had been executed. The available budget was US\$131,100.44. This budget has a clear planning and allocation and is expected to be executed through November 2023.
252. The results of the interviews and testimonies indicate that there have been some communication and coordination difficulties between MAATE, the implementing agency and the NC of OF7/SGP, which have partially limited the visibility and positioning of MAATE in the territory.

Conclusions and Lessons Learned

253. The Management Model, in an adverse context, such as the COVID 19 pandemic, allowed the fulfillment of most of the planned goals, even surpassing what was foreseen in the ProDoc; additionally, the participation of community organizations and their articulation with organizations and institutions that were strategic allies for the strengthening of rural community capacities, the visibility of community initiatives and their articulation with inter-institutional activities that allowed a high level of co-financing.
254. Although the monitoring, accompaniment and technical assistance system (SIMONAA) has some minor limitations and can be improved, it is evident that an exhaustive and thorough follow-up and monitoring work has been carried out concerning the actions carried out and the results achieved together with the communities and local organizations, in spite of the critical conditions generated by the pandemic, the political crises that occurred during the life of the project and some operational limitations inherent to the management of the tool at the community level.
255. The implementation of OF7/SGP projects is directly related to the previous phase. In OF6/SGP, work had already been conducted in several of the biocorridors (Cayambe Coca, Chimborazo, Cóndor Chuquiragua Cañari, Chongón Colonche and Yaku Samay) where projects were selected for OF7/SGP. This represents benefits in terms of continuity of the work previously done, being relevant to mention that this work scheme (including approach and strategies) responds to what was defined and approved during the design phase.
256. Although there is a communication strategy / plan in place, which prioritizes dissemination and awareness activities towards stakeholders and at the local level, the information provided by various stakeholders during the interviews indicates that there have been weaknesses in the consolidation of communication processes that facilitate and ensure the visibility and positioning of different actors and stakeholders.
257. As explained in the "Communication" section, as part of the activities and processes of the OF7/SGP, a significant number of communication documents have been developed and shared with participating

organizations and communities and published for public access. However, at the local and national level, some relevant stakeholders perceive that several of the communication documents produced use language that is too technical and unattractive to be disseminated and assimilated at the local/community level.

258. There is evidence of a legitimate effort on the part of the OF7/SGP technical team to incorporate the gender approach in the activities, products, results and indicators of the OF7/SGP; however, this approach is limited to the issues of equal participation of men and women, empowerment and female leadership and decision making related to projects and bio-enterprises. The implementation of instruments (e.g. Gender Analysis) aimed at reducing and/or closing gender inequality gaps is still pending.
259. Most of the bioenterprises analyzed still present weaknesses in terms of their positioning, promotion and use of adequate advertising and marketing channels, all of which negatively affects the sustainability of the Biocorridor projects, since the marketing of bioenterprises is limited, even more so in a pandemic and post-pandemic scenario. In any case, it should be noted that the Biocorridor projects have made it possible to establish coordination between community organizations committed to biodiversity conservation and include environmentally friendly production processes and the development of bioenterprises.
260. Despite the tremendous efforts made by key stakeholders, interested parties, the OF7/SGP technical team and support teams (EQUIPATEN and EQUIPAC), the impact of continuous institutional changes and the rotation of technical and executive personnel linked to OF7/SGP has limited the establishment of stable short- and medium-term agreements to promote the sustainability of the bioenterprises.
261. The projects and bioenterprises supported by OF7/SGP, despite having a high potential for sustainability based on the levels of empowerment of the participating community organizations and local stakeholders, they continue to depend on the financing and technical, technological, institutional and financial contributions of third parties. It is important to note that the community organizations supported by OF7/SGP are poor and vulnerable and the financial support seeks to contribute to the fulfillment of SDG 1.

Recommendations

Recommendations as follow-up or reinforcement actions for the sustainability of the results achieved by the SGP.

262. To contribute to the sustainability of the projects and bioenterprises developed in subsequent phases of the SGP, continuous capacity-building processes should be implemented, for example, in the use of new technological tools (such as virtual markets and platforms, social networks, etc.); the use of innovative marketing strategies (e.g., the bioenterprise catalog generated in OF7/SGP); the design and implementation of strategies and campaigns that give bioenterprises the potential to access new local, regional, regional, national and international markets, The design and application of strategies and campaigns that give bioenterprises the potential to access new local, regional, national and international markets; the identification and involvement with specific market niches, appropriate for bioenterprises and in line with current social dynamics. This recommendation is primarily linked to the contents of items #195, #205 to #207, #212, #232, #259 and #261.
263. To minimize the negative effects of continuous institutional and political changes (foreseen and unforeseen), which affect the development of bio-enterprises that are implemented in future phases of the SGP, and in order to provide them with greater sustainability in the short, medium and long term. , and stimulate an additional flow of co-financing resources, it is essential to promote inter-institutional articulation to achieve the timely and effective connection (insertion) of the aforementioned bio-enterprises in the development planning and territorial ordering instruments at the provincial, cantonal and parish scale, as appropriate. This recommendation is primarily linked to what is indicated in numerals #184, #208 to #210, #215, #260 and #261.

264. Considering the imminent problems to be faced as a result of the El Niño phenomenon and/or other future extreme events of climatic and hydrometeorological origin, and with a view to increasing the sustainability and resilience of the projects and bioenterprises developed in future phases of the SGP, it is necessary to carry out a technical appraisal to identify in an effective and timely manner the prevailing climatic threats in the intervention territories, their potential impacts on the projects / bioenterprises, and the feasible responses to be implemented. This recommendation is primarily linked to what is stated in items # 89 and #244.
265. In order to strengthen progress in the integration of the gender approach within the initiatives supported in new phases of the SGP, it is necessary to maintain and reinforce the participatory mechanisms, empowerment and leadership of women in the bioenterprises implemented, both in continuing education and awareness-raising processes. It is recommended that these processes be directed at men, women, youth, adolescents, girls and boys and encourage the redistribution of care work, recognize women's work, promote the skills learned and encourage an increase in the percentage of women beneficiaries and participants in decision-making and leadership processes, among others. This recommendation is primarily linked to what is stated in #80 to #85, #216 to #222, #232, #242, #243 y #258.

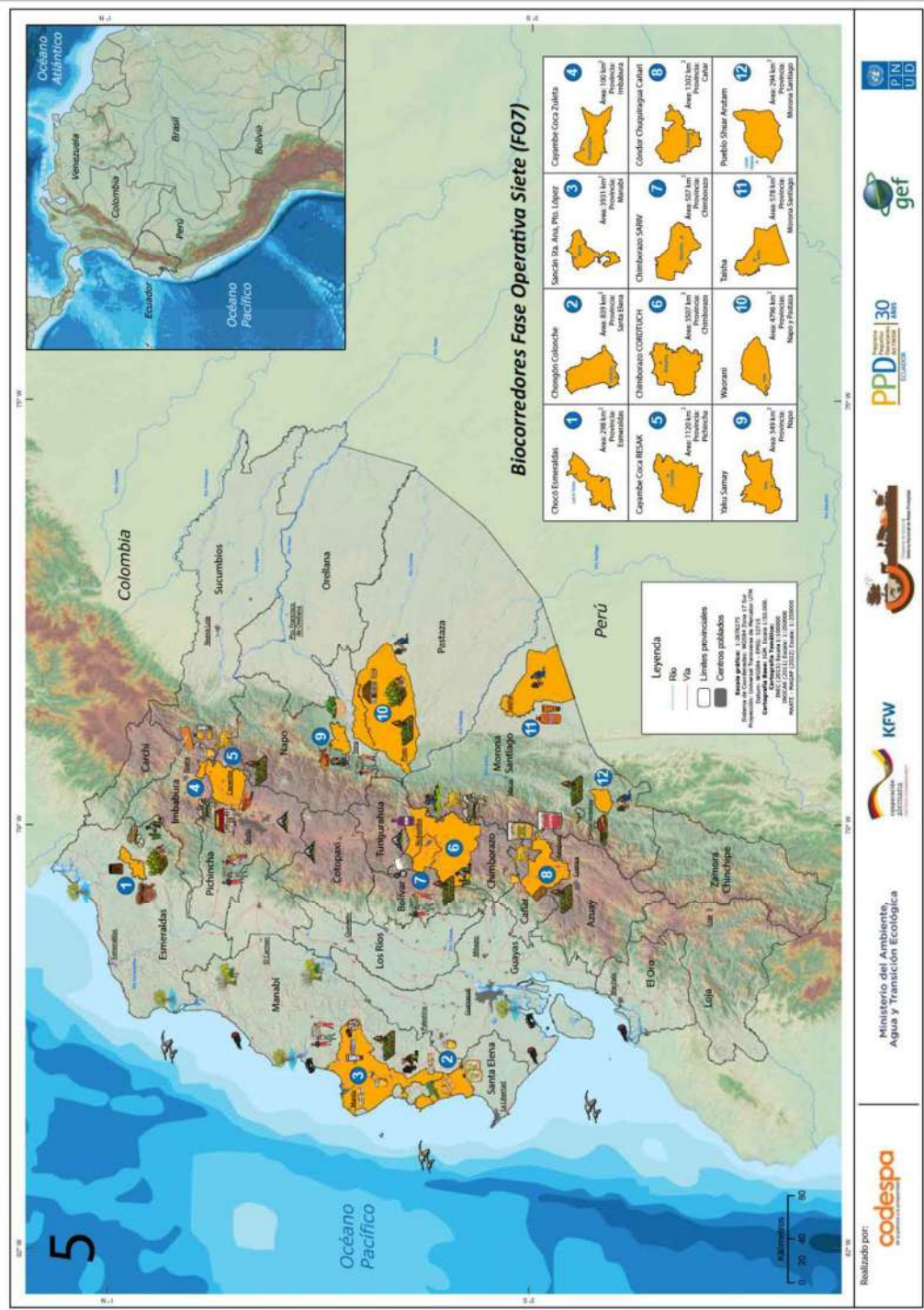
Recommendations for corrective actions regarding the design, implementation, monitoring and evaluation of new phases of the SMP.

266. The documents inherent to the formulation of the next phases of the SGP in Ecuador should include tools/instruments that facilitate a detailed analysis of the change process that the project is expected to generate in order to overcome the identified barriers and achieve the desired transformations. This recommendation is primarily linked to what is stated in #64, #66 to #69 and #238 to #240.
267. In an effort to optimize the implementation, follow-up, self-evaluation and external evaluation processes, the results framework to be developed for the next phases of the SGP in Ecuador should explicitly, coherently and unequivocally show the relationship between the objectives, components, results, outputs, products, activities, deliverables and indicators contained therein. This recommendation is primarily linked to what is stated in #66, #69, #89, #238 to #240 and #244.
268. The Monitoring, Technical Assistance and Accompaniment System (SIMONAA) should be improved in terms of its automatization and the inclusion of a specific methodology that facilitates the calculation of the progress level of the mandatory and result indicators. This recommendation is primarily linked to the aspects mentioned in #115, #147, #148, #153, #174, #202, #250 and #254.
269. In order to optimize the definition of the scope of new phases of the SGP in Ecuador, a feasibility analysis should be carried out, aimed at having sufficient elements of judgment to ratify or improve the model currently used for the selection of areas of intervention based either on the concept of scaling up and replication of initiatives developed in previous phases, or on increasing the ambition of the scope to new areas of intervention, where the sense of replication in new landscapes / Biocorridors prevails. In any case, the inclusion of marine habitats should be strongly considered. This recommendation is primarily linked to the items #77 to #79, #103 to #109, #164, #165, #169 to #173, #230, #236 and #255.
270. In order to ensure the visibility of all implementing partners and stakeholders in future phases of the SGP, it is essential to improve/update a communication strategy and plan that allows for continuous visibility and positioning of the intervening entities, explicit recognition of the contributions made by stakeholders, and legitimization of the efforts developed in a consensual manner. This recommendation is primarily linked to the contents included in the items #110 to #114, #118, #119, #126, #211, #215, #252, #256 and #257.
271. In order to effectively and fully integrate the gender approach in the Biocorridor projects of the new phases of the SGP, the projects selected must include a gender analysis (as foreseen for GEN2) that allows for the gradual monitoring of the goals associated with the equal participation of women in the projects /

bioenterprises and the corresponding empowerment. This recommendation is primarily linked to what is stated in #80 to #85, #174, #232 and #258.

ANNEXES

ANNEX 1: Map of the location of the OF7/SGP Bioenterprises



ANNEX 2: Terms of Reference of the Final Evaluation

Title:	Project Management Support – Advisor
Project:	MSP OP7 Ecuador
Duty station:	Home Based
Section/Unit:	SGP Ecuador, GMS, SDC, NYPO
Contract/Level:	ICS-11
Supervisor:	Kirk Bayabos, SDC Cluster Manager, P-5

1. General Background

UNOPS supports partners to build a better future by providing services that increase the efficiency, effectiveness and sustainability of peace building, humanitarian and development projects. Mandated as a central resource of the United Nations, UNOPS provides sustainable project management, procurement and infrastructure services to a wide range of governments, donors and United Nations organizations.

New York Portfolio Office (NYPO) supports the United Nations Secretariat, as well as other New York-based United Nations organizations, bilateral and multilateral partners in the delivery of UNOPS mandate in project management, infrastructure management, and procurement management.

Sustainable Development Cluster (SDC) supports diverse partners with their peacebuilding, humanitarian and development operations. It was formed by combining the following portfolios: Grants Management Services (GMS), UN Technology Support Services (UNTSS), Development and Special Initiatives Portfolio (DSIP) It provides Services to partners' programmes that are designed, structured, and managed with a global perspective and primarily serving partners that are headquartered in New York. The SDC has a footprint of approximately 125 countries.

UNOPS has signed an agreement with the UNDO CO of Ecuador to implement the project activities for the Small Grants Programme.

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 medium-sized project titled Seventh Operational Phase of the GEF Small Grants Program in Ecuador- 00110942 (PIMS #6255) implemented through the Implementing Partner UNOPS. The project started on the Project Document signature date 26th November, 2019 and is in its 4 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’.

The incumbent of this position will be a personnel of UNOPS under its full responsibility.

The Small Grants Programme (SGP) is a corporate programme of the Global Environment Facility (GEF) implemented by the United Nations Development Programme (UNDP) since 1992. SGP grant-making in over 125 countries promotes community-based innovation, capacity development, and empowerment through sustainable development projects of local civil society organizations with special consideration for indigenous peoples, women, and youth. SGP has supported over 20,000 community-based projects in biodiversity conservation, climate change mitigation and adaptation, prevention of land degradation,

protection of international waters, and reduction of the impact of chemicals, while generating sustainable livelihoods.

Since 2008, following an SGP Upgrading Policy, nine SGP Country Programmes (Bolivia, Brazil, Costa Rica, Ecuador, India, Kenya, Mexico, Pakistan, and Philippines) were upgraded at the beginning of OP-5 in 2011, with each of these country programmes becoming a separate Full-Sized Project after cumulative grants disbursement of USD 6 million over 15 years. Another six SGP Country Programmes (Egypt, Indonesia, Kazakhstan, Peru, Sri Lanka, and Thailand) were upgraded at the beginning of OP-6 in 2016. These 15 Upgraded Country Programmes (UCPs) follow the same programmatic approach as other SGP country programmes to achieve global benefits through local community and civil society action, but are placing an emphasis on integrated solutions at the landscape level that can address the combination of income, food security, environmental and social issues that confront rural communities. With each successive Operational Phase, SGP has refined its approach and streamlined its focus. This evolution has been marked by a gradual change from funding stand-alone projects during the original pilot phase, to building progressively greater levels of coherence, consolidation, and strategic focus within a County Programme's project portfolio. This has culminated in the adoption of the current community-based landscape and seascape approach, which forms a central feature of OP-7. Nevertheless, OP6 and OP7 presented a decrease in the System for Transparent Allocation of Resources (STAR) allocation and Medium Sized Projects were implemented.

The GEF-7 project in Ecuador works on the consolidation and replication of results from GEF-6, especially those that involved collective action for adaptive landscape management for socio-ecological resilience. The new phase's main strategy is to work closely with bioenterprises to reduce habitat fragmentation, enhancing sustainability of agroecosystems in selected territories by partnerships within a multi-stakeholder platform system. The project's emphasis on multi-stakeholder partnerships around bioenterprises will explicitly facilitate development of cross-cutting projects to upscale successful SGP-supported technologies, practices or systems identified from previous phases of the Ecuador SGP Country Program that strengthen the resilience of socio-ecological landscapes. The OP7 period is from November 2019 to November 2023.

The Ministry of Environment – MAATE (as per acronym in Spanish) through the Support to the National Protected Areas System Program (PASNAP), Socio Bosque Program and SGP identified the landscapes, buffer zones and other areas to support in GEF-7 guided by the successful outcomes of previous SGP Operational Phases in Bio-corridors, the GEF-7 guidelines for biodiversity, and the Convention on Biological Diversity (CBD) for the adoption of measures that prevent or minimize the risk of considerable reduction or loss of biological diversity, among other sources. As well, the pragmatic approaches applied in this project is to conserve biological diversity through sustainable production and associativity, These efforts are expected to generate considerable economic and social benefits. The premise of this project is that these actions will provide substantial motivation to producers to adopt and apply new biodiversity and ecosystem friendly production practices into the foreseeable future. Nine landscapes were carefully chosen based on an analysis of the areas that overlap with the Bio-corridors for Living Well (SGP GEF-5, GEF-6), the National System of Protected Areas (SNAP), and communities as well as individual conservation areas of the Socio Bosque Program, with special emphasis on areas where the landscape bio-enterprise strategy will have a positive impact for conservation and sustainable development. This new strategy promotes the conservation of Ecuadorian forests by a) protecting it from land use changes such as the expansion of the agricultural frontier or other human pressures that reduce habitat and

populations of key species or result in land degradation; and b) simultaneously presenting livelihood options for forest dependent peoples. Another variable considered was the existence of potential bioenterprises and consolidated areas providing a framework for success in conservation projects and sustainable development.

This project contributes to the following Sustainable Development Goal (s): 1) No Poverty; 2) Zero Hunger; 5) Gender Equality; 8) Decent Work and Economic Growth; 9) Industry, Innovation and Infrastructure; 11) Sustainable Cities and Communities; 12) Responsible Consumption and Production; 13) Climate Action; 14) Life Below Water; 15) Life on Land and 17) Partnerships to achieve the goal.

This project contributes to the following country outcome included in the UNDAF 2022-2026 / Country Programme Document 2023-2026: 2. In 2026, the State and society advance towards the ecological transition and a sustainable and inclusive, decarbonized and resilient economy to the effects of climate change, conserving biodiversity, avoiding land degradation and the pollution of ecosystems, with a focus on gender, inclusion and diversities.

This project will be linked to the following output of the UNDP Strategic Plan 2022-2025: Outcome 1: Structural transformation accelerated, particularly green, inclusive and digital transitions.

In March 2018, Reverdec Ecuador programme was established in the National Development Plan "Toda una Vida". This initiative promotes citizen participation to guarantee the rational use of resources and the commitment to conserve forests and raise awareness about the negative impact of activities that degrade ecosystems and the expansion of the agricultural frontier. The Ministry of Environment focused its attention on promoting and articulating the development of the bio-economy in the country. The aim has been to advance in the structuring of territorial clusters of entrepreneurship and innovation, as well as in the conformation of bioenterprises to promote sustainability of community initiatives, which will contribute to the public policy on bioeconomy led by MAATE.

To comprehensively achieve the project objective and outcomes, in accordance with GEF-7 programming directions, SGP works under the bio-enterprise methodology with a multi-stakeholder approach in the selected areas.

The project is composed of one strategic objective, one component and two outcomes.

Strategic objective: Enable community networks to build social, economic and ecological resilience by producing global environmental and sustainable development benefits from bioenterprises in nine landscapes located in the coastal, highlands and Amazon regions.

Component: Resilient rural landscapes and seascapes for sustainable development and global environmental protection.

A total of 63 projects have been implemented, of which 32 are financed with GEF funds, 31 additional projects funded by cofinancing resources (20 social-ecological resilience projects in the face of COVID 19 funded by the Global Sustainable Initiative – GSI/ICCA), 3 PASNAP/MAATE/KFW, 1 Community Development and Knowledge Management for the Satoyama Initiative project (COMDEKS), 1 Lion's Share project). As a result of these projects, 14,998 people have benefited directly, of which 7,383 are women; we also highlight the indirect participation of 24,719 people, 11,887 are women.

A total of 411,418 hectares have been conserved through different project actions. And 58 bioenterprises have been promoted, which have improved their value chains and are now marketing their products.

Nine agreements have been signed with various private and public sector actors to help continue with the bio-premises and 3 formal commercial agreements have been reached (Camari, Maquita Cushunchic, La Casa del Emprendedor), as well as several new sales points at the national level.

Forty-four improvement plans for bio-enterprise have been implemented. A production and a commercial sustainability manual have been developed, in addition a communication strategy has been designed and implemented for each of the bioenterprises.

Outcome 1: Community bioenterprises are strengthened in the nine targeted landscapes with improved capacities for sustainable production, biodiversity conservation and market access.

Currently, SGP is supporting a total of 58 bioenterprises, of which 26 are led by women in the nine landscapes. These bio-enterprise are promoted by 131 communities in the 9 biocorridors (Biocorridors of Living Well). The SGP proposal is to implement a bio-enterprise strategy for the 58 bioenterprises. Each bio-enterprise is working on one specific product; in total, they can be divided into five categories: 1) food, 2) handicrafts, 3) cosmetic essences, 4) agricultural supplies, and 5) tourism.

The main strategy of SGP Ecuador is to support community bioenterprises that reduce habitat fragmentation, enhance sustainability of agroecosystems, and address the different barriers to biodiversity conservation and sustainable use in each landscape through partnerships within a multi-stakeholder platform led by the communities in their respective biocorridor (Bio-enterprise networks meetings - bioredes in Spanish). It also involves active participation of the provincial, municipal, and parish decentralized autonomous governments (GADs as per acronym in Spanish), Ministry of Environment, Ministry of Agriculture, and the Ministry of Economic and Social Inclusion. Another unique stakeholder strategy developed by SGP Ecuador during OP6 was to create a this multi-stakeholder platform (Bio-enterprise networks meetings - bioredes in Spanish) to align the objectives and activities among participants and generate strategies for collaborative marketing.

To promote gender mainstreaming, SGP required that all bioenterprises consider specific income generation activities focused on women's groups and youth. Different activities were included in the technical assistance plan to promote community associations for joint production and marketing to boost bio-enterprise intervention, while including women as the first choice to lead the workshops or technical assistance spaces, as trainers.

During OP7, SGP defined innovations as the activities and practices implemented by the communities that could be replicated and scaled up by other stakeholders and communitarian organizations. The communities, with the support of the National Technical Assistance Team (EQUIPATEN) identified several products deemed innovative as they considered principles of circular economy, associativity, and biodiversity conservation actions.

Local organizations have searched for new forms of financing their activities related to sustainable production during COVID-19. According to the M&E system, 20 community bioenterprises currently have access to distinctive financial mechanisms such as community banks, savings banks, and barter in each territory (biocorridor). SGP and the co-financing partners in this project are only initial investors in

community bio-enterprise initiatives, and these financial mechanisms help community bioenterprises to generate sustainability and long-term impact.

At the same time, since 2015, SGP has been implementing a digital platform – GreenCrowds - for the collaborative funding (crowdfunding) of community bio-enterprise initiatives focused on generating global environmental benefits by improving the socio-economic status of local communities through innovation in production practices. As an innovation mechanism, 20 bio-enterprise campaigns were promoted nationwide through the GreenCrowds collaborative platform to obtain additional co-financing for their activities in the field.

Outcome 2: Multi-stakeholder bio- enterprise networks established and operational in each of the nine target landscapes for improved governance and coordinated market access.

Bioenterprises networks ensure that community priorities are considered by local governments, national institutions, and universities. These networks provide an effective mechanism to mobilize stakeholders from the landscape to support biodiversity conservation and agroecological production for sustainable livelihoods. They also promote direct participation of indigenous and rural organizations with a high involvement of women and young people.

The National Technical Assistance Team (EQUIPATEN) and the Communication, and Knowledge Community Team (EQUIPAC) implemented the methodology to boost bioenterprises and was able to identify key issues to improve the value chains for each initiative. At the same time, it determined the potential stakeholders in landscapes that would benefit and enhance the value chains through surveys and mapping. Bioenterprises have implemented strategies to directly boost community-led initiatives, generating value chain improvements along the way, creating partnerships, and strengthening the weak links of the chains.

SGP Ecuador has been working with 58 Products with Territorial Identity (PIT) value chain strategies (improvement plans), each of the bioenterprises promotes biodiversity conservation and agroecological resource management. This strategy for strengthening value chains seeks to improve the production and marketing practices of the bioenterprises.

The application of the Monitoring, Accompaniment and Technical Assistance System - SIMONAA was carried out during this phase, which allowed us to know the achievements, limitations and trends to follow in the biocorridor projects. In each landscape, the Bio-enterprise networks meeting was held, a multi-stakeholder, multi-level collaboration space that allows the involvement of strategic institutional and organizational allies that seek to strengthen community-public-private alliances and achieve the co-financing committed to the project. In OP-7, a significant effort was made to mobilize additional resources as co-financing to strengthen the project portfolio. In this regard, additional projects were implemented (GSI/ICCA, PASNAP/MAATE, COMDEKS, Lion's Share, FIEDS/FIDES, AVAAZ, GGF, Cultural Survival, others). A co-financing of USD \$4,589,347 was achieved.

In terms of the 12 bio-corridor projects alone, 2,659 people have participated directly (1,495 of which are women), 2,029 families, as well as 43,379 hectares conserved through direct actions of the project and 125,839 hectares conserved that favor connectivity processes through Socio Bosque. Subsequently, 24 Bio-enterprise networks meetings were organized to join political and technical interests to promote

bioenterprises. To formalize the agreements between the institutions participating in the Bio-enterprise networks meetings, nine Socio Environmental Territorial Agreements (ASOCIATE) were validated and signed.

Regarding Knowledge Management, communication, promotion, and dissemination, the team has reported about this to the National Steering Committee (NSC), community organizations, strategic allies, and others, through messages, corporate emails - MailChimp, articles, reports, presentation in workshops.

During OP-7 implementation, the context of the country and the world changed due to the pandemic. Despite the complexity faced, the project was able to deliver satisfactory results and encourage communities' adaptation and innovation. The project objectives were met and, more importantly, community initiatives that promote conservation were supported.

COVID-19 Context:

This implementation period had faced several challenges related to the pandemic, such as mobility restrictions due to COVID-19, which reached its highest peak in 2021, and the change of government in Ecuador in May 2021, which implied a transition in the following months. The year 2021 saw the impacts of COVID-19 and in response, new strategies and projects were defined to support community organizations in responding to the pandemic. The National Steering Committee - NSC/SGP supported the management of the SGP to ensure that the project objectives were achieved. The NSC participated in several biocorridor meetings and worked to improve project activities. This required a great effort from the SGP team to coordinate the development of the project, train and transfer the Articulation of Territorial Networks (ART) methodology and to establish strategic alliances. Following the good practices and lessons learned from the first year of OP7, during the pandemic, many online meetings, planning phone calls and constant coordination efforts were worked to achieve the expected results.

2. Purpose and Scope of Assignment

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

The objective of the evaluation is to assess the achievement of project objectives, the affecting factors, the broader project impact and the contribution to the general goal/strategy, and the project partnership strategy.

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 upon completion of implementation.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

This TE is included in the "UNDP Country Offices Evaluation Plan 2023-2026 and the results will be reviewed with the main stakeholders: UNDP / UNOPS / MAATE / NSC. The final report and management

responses will be completed and approved by the UNDP CO and RTA. The final recommendations of the TE will be used for decision-making and enhance future interventions.

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see TOR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects UNDP Guidance for conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects.

The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report's content is provided in ToR Annex C.

The asterisk “(*)” indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)

- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The Project Management Support - Advisor will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the Project Management Support - Advisor should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex.

3. Monitoring and Progress Controls

The TE must provide evidence-based information that is credible, reliable and useful.

The TE Project Management Support - Advisor will be working supported by the National Coordinator based in Quito, who will provide necessary, substantive and operational support in carrying out this evaluation.

The Project Management Support - Advisor will review all relevant sources of information including documents prepared during the preparation phase (i.e. Project Identification Form (PIF), UNDP Initiation

Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document (ProDoc), project reports including annual Project Implementation Reports (PIR), project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The Project Management Support - Advisor 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 Project Management Support - Advisor is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisors, communitarian organizations, IP and local communities' participants in Biocorridors and other stakeholders.

Engagement of stakeholders is vital to a successful TE¹. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to (list); executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the Project Management Support - Advisor is expected to conduct field missions in the three regions of Ecuador: Coast, Highlands and Amazon, including the following project sites.

REGION	BIOCORREDOR	LOCATION
Highlands	Cayambe	Province: Pichincha. Canton: Cayambe y Pedro Moncayo. Parroquia: Ascazúbi, Cuzubamba, Otón, Cangahua, Juan Montalvo, Ayora, Olmedo y la Esperanza.
	Zuleta	Province: Imbabura Canton: Ibarra Parroquia: Angochagua
	Chimborazo	Province: Chimborazo Canton: Riobamba Parroquia: San Juan
	Chimborazo	Province:: Chimborazo. Canton: Riobamba, Pallatanga y Cumandá. Parroquia: Calpi y San Juan
	Cóndor Chuquiragua Cañari	Province: Cañar Canton: Cañar, El Tambo y Biblian; Parroquia: Ingapirca, Zhud, Jerusalem y Sangeo.
Amazon	Territorio Waorani	Province: Pastaza y Napo. Canton: Arajao y Tena.

¹ (link to stakeholder engagement in UNDP Eval Guidelines)

REGION	BIOCORREDOR	LOCATION
		Parroquia: Curaray y Chontapunta.
	Taisha	Province: Morona Santiago. Canton: Taisha. Parroquia: Macuma, Taisha, Tuutinentsa, Pumpuentsa y Huasaga.
	Psha	Province: Morona Santiago. Canton: Limón Indaza y Tiwinza. Parroquia: San Antonio.
	Sumaco-Yaku Samay	Province: Napo. Canton: Archidona y Tena. Parroquia: Archidona, San Pablo de Ushpayaku y San Juan de Muyuna.
Coast	Chocó Esmeraldas	Province: Esmeraldas. Canton: Eloy Alfaro. Parroquia: Telembí y Luis Vargas Torres.
	Chongón Colonche	Province: Santa Elena. Canton: Santa Elena. Parroquia: Manglaralto y Colonche.
	Jipijapa - Sancán - Santa Ana - Puerto López	Province: Manabí. Canton: Puerto López y Portoviejo. Parroquia: Machalilla, Salago y San Placido.

The specific design and methodology for the TE should emerge from consultations between the Project Management Support - Advisor 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 Project Management Support - Advisor must, however, 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 should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the Project Management Support - Advisor.

(Note: The TOR should retain enough flexibility for the evaluation team to determine the best methods and tools for collecting and analyzing data. For example, the TOR might suggest using questionnaires, field visits and interviews, but the evaluation team should be able to revise the approach in consultation with the evaluation manager and key stakeholders. These changes in approach should be agreed and reflected clearly in the TE Inception Report.)

The final TE report should 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.

4. Duration of Work

The total duration of the TE will be approximately (average 25-35 working days) over a time period of (5 of weeks) starting (19th May 2023) and shall not exceed five months from when the Project Management Support - Advisor is hired. The tentative TE timeframe is as follows:

Detail of work	Due Date (2023)
· Prep the Project Management Support – Advisor (handover of project documents)	19-May
· Document review and preparing TE Inception Report	recommended 2-4 days
· Finalization and Validation of TE Inception Report- latest start of TE mission	
· TE mission: stakeholder meetings, interviews, field visits	recommended 7-15 days
· Mission wrap-up meeting & presentation of initial findings- earliest end of TE mission	
· Preparation of draft TE report	recommended 5-10 days
· Circulation of draft TE report for comments	
· Incorporation of comments on draft TE report into Audit Trail & finalization of TE report	recommended 1-2 days
· Preparation & Issue of Management Response	
· (optional) Concluding Stakeholder Workshop	
· Expected date of full TE completion	18-Aug

5. DELIVERABLES

The Project Management Support - Advisor shall prepare and submit:

- TE Inception Report: Project Management Support - Advisor clarifies objectives and methods of the TE no later than 2 weeks before the TE mission. The Project Management Support - Advisor submits the Inception Report to the Commissioning Unit and project management.
- Presentation: Project Management Support - Advisor presents initial findings to project management and the Commissioning Unit at the end of the TE mission.
- Draft TE Report: Project Management Support - Advisor submits full draft report with annexes within 3 weeks of the end of the TE mission.
- Final TE Report* and Audit Trail: Project Management Support - Advisor submit revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit within 1 week of receiving UNDP comments on draft.

*Drafts reports are expected to be presented in Spanish for the national stakeholder's review. **The final TE report must be presented in Spanish and English.**

The Commissioning Unit will contract the Project Management Support - Advisor and ensure the timely provision of per diems and travel arrangements within the country for the Project Management Support

- Advisor. The Project Team will be responsible for liaising with the Project Management Support - Advisor to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

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

6. Payment Schedule

- 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

Criteria for issuing the final payment of 40%

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).
- The Audit Trail includes responses to and justification for each comment listed.

7. Travel

- Travel will be required to *Quito/Ecuador* during the TE mission;
- The BSAFE course must be successfully completed prior to commencement of travel;
- The Project Management Support – Advisor is responsible for ensuring they have vaccinations/inoculations when traveling to certain countries, as designated by the UN Medical Director.
- The Project Management Support – Advisor is required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>
- All related travel expenses will be covered and will be reimbursed as per UNOPS rules and regulations upon submission of TA and TE claim forms and supporting documents.

8. Qualifications and Experience

A one person evaluator will conduct the TE – (with experience and exposure to projects and evaluations in other regions and from the country of the project). The Project Management Support - Advisor (consultant) will be responsible for the overall design and writing of the TE report.

² Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

The Project Management Support - Advisor 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 selection of evaluators will be aimed at maximizing the qualities in the following areas:

a. Education

Advanced university degree (Master's or equivalent) in the areas of environment and sustainable development or other closely related field. A Bachelor's degree in combination with two additional years' experience is acceptable.



b. Work Experience

- Minimum of seven (7) years of experience in environmental management, sustainable development or a related field;
- Knowledge of and experience with UNDP and/or GEF projects is required;
- Experience with the GEF Small Grants Programme is an advantage;
- Relevant experience with results-based management evaluation methodologies is desired;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios is desired;
- Experience working in Ecuador is desired;
- Demonstrated understanding of issues related to gender and biodiversity is desired;
- Experience in gender responsive evaluation and analysis is desired;
- Project evaluation/review experience within United Nations system and/or UNDP/GEF projects will be considered an asset;

d. Language

- Fluency in written and spoken Spanish and English is required.

e. Key Competencies

	<p>Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization.</p>
	<p>Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion.</p>

	<p>Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. For people managers only: Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilising appropriate leadership styles</p>
	<p>Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role).</p>
	<p>Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them. Understands that responsible use of resources maximizes our impact on our beneficiaries.</p>
	<p>Open to change and flexible in a fast paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behaviour. Performance is consistent, even under pressure. Always pursues continuous improvements.</p>
	<p>Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving.</p>
	<p>Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground.</p>

Project Authority (Name/Title):	Contract holder (Name/Title):
Signature	Signature
Date	Date

ANNEX 3: List of people interviewed and field visits to the bioenterprises

Name	Institution	Date (year 2023)
Ana María Varea	SGD - UNDP	June 20 and July 6
Johana Jácome	SGD - UNDP	June 16 and June 19
Catherine Guarderas	SGD - UNDP	June 19 and July 20
Jike Guatemal	SGD - UNDP	June 20
Mónica Andrade	UNDP	June 27
Matilde Mordt	UNDP	July 3
Marcela Andino	CONGOPE	July 10
Karina Ron	MAATE	June 26
Sumak Bastidas	MAG	July 14 (by writing)
Pablo Drouet	MAATE	June 23
Irene Shuldt	MAATE	July 4
Fernando Ormaza	CODESPA	June 23
Karina Bautista	CODESPA	June 23
César Herrera	CIESPAL	June 27
Byron Garzón	CIESPAL	June 27
Anita Krainer	FLACSO	June 28
Carmen Barrera	Former Project Coordinator TICCA	June 30
Carlos Montenegro	UNDP	July 6
Rosanna De Luca	UNOPS	July 5
Management Committee	Sumaco Biocorridor -Yaku-Samay	June 29
Representatives	(Kichua Town of Rucullacta, Association Waylla Kuri, Association Awakkuna, Association Inti and Association Sacha Yuaysa)	June 30
Management Committee	Biocorridor Cóndor Chuquiragua Cañari	July 6
Representatives	Cebada Loma Community, Women's Transit Association Amaguaña and Communitarian Organization Sumak Mikuna	July 7
Management Committee	Biocorridor Jipijapa - Sancán - Santa Ana - Puerto López	July 17
Representatives	Community Agua Blanca – Pueblo Manta, CEPROCAFE and Community Las Gilces	July 18 and July 19

Visit to bioenterprises in the Amazon region (Yaku Samay Biocorridor)

Hora	Ruta	Actividad	Observaciones
Thursday, June 29th			
7:00 – 11:30	Quito – Tena	Viaje vía terrestre	Viaje Hospedaje en hotel
12:00 a 1:30		Almuerzo	
2:00 – 3:30	Tena – Pueblo Kichua de Rucullacta	Visita a la Centro de convenciones PKR	Proyecto Piscicultura
4:00 – 5:30	Tena – Asociación AWAKKUNA	Visita a Asociación AWAKKUNA	Proyecto Tejidos de AWAKKUNA
Friday, June 30th			
7:00 – 8:00	Tena		Desayuno
8:30 – 10:30	Pueblo Kichua de Rucullacta PKR– Asociación INTI	Visita a Centro de Acopio INTI	Proyecto Ashangas Amazónicas
11:30 – 12:30	Asociación – Sacha Guaysa	Visitas Sacha Guaysa	Proyecto Sacha Guaysa
12:30 a 13:30		Almuerzo	
14:00 – 17:45	Tena - Quito		Regreso a Quito

Visita a bioemprendimientos Sierra Sur (Biocorredor Cóndor – Chuquiragua – Cañari)

Hora	Ruta	Actividad	Observaciones
Thursday, July 6th			
17H00	Quito - Cuenca	Vuelo Quito - Cuenca	Viaje aéreo
18H00		Llegada al aeropuerto de Cuenca	
19H00	Aeropuerto - Hotel Cuenca	Hospedaje en Hotel	Entrevista CN parte 2
Friday, July 7th			
07H45-8h30		Desayuno en hotel	
08H30-9h10	Cuenca – Cañar	Traslado a la Prefectura	
09H10-10H00		Visita despacho Prefecto de Cañar.	Entrevista con Prefecto
10H00-11H00	Cañar – Comunidad Cebada Loma	Traslado al páramo Tushin Burgay	
11H00-12h00	Páramos de Tushin Burgay	Visita del páramo y diferentes iniciativas.	Bioemprendimiento de artesanías con lana de alpacas
12H00-13H00	Comunidad Cebada Loma	Almuerzo	
13H00-14H30	Cebada Loma – Zhud	Traslado a la parroquia Zhud	
14H30-15H30	Zhud	Visita proyecto Zhud Alelí	Bioemprendimiento de plantas medicinales e insumo de aseo
15H30-16H00	Zhud – El Tambo	Traslado hacia el proyecto Sumak Mikuna	

Hora	Ruta	Actividad	Observaciones
16H00-17h00	El Tambo	Visita proyecto Sumak Mikuna	Bioemprendimiento de las barras de amaranto
17H00-18h30	El Tambo – Cuenca	Traslado a aeropuerto	
19H45-20h30	Cuenca – Quito	Vuelo Cuenca-Quito	

Visit to coastal bioenterprises (Biocorridor Jipijapa - Sancán - Santa Ana - Puerto López).

Time	Route	Activities	Observations
17, 18 y 19 de julio			
Día 1			
16:39 – 17:30	Quito – Manta	Vuelo Quito - Manta	Viaje aéreo
Día 2			
8:00 – 9:30	Manta – Tablada de San Plácido	Visita a Asociación Ceprocacé	Identificación del modelo agroforestal para regeneración del bosque, modelo asociativo, bioemprendimiento de café y tagua
12:00 – 13:30	Ceprocacé – Las Gilces	Movilización	Reunión en Las Gilces
13:30 – 14:30	Las Gilces	Almuerzo	
14:30- 17:00	Las Gilces	Visita Comuna Las Gilces	Bioemprendimientos del Biocorredor (sal marina, arroz orgánico, turismo comunitario, fondo de becas, cofinanciamiento FIEDS-FIDES)
17:00 – 17:50	Las Gilces – Hotel en Manta	Movilización	
Día 3			
8:30 – 10:00	Manta – Agua Blanca	Movilización	
10:30 - 12:30	Agua Blanca	Visita a la Comuna Agua Blanca	Visita a bioemprendimientos de Biocorredor y entrevista con Paúl Martínez
13:00 – 15:00	Puerto López	Almuerzo	
15:00 – 17:00	Puerto López - Manta	Movilización	Viaje terrestre
18:47 – 19:38	Manta – Quito	Retorno Quito	

ANNEX 4: List of Revised Information

#	Item (electronic versions)
1	Project Identification Form PIF – non-applicable
2	UNDP Initiation Plan – non-applicable
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations – non-applicable
8	All Project Implementation Reports (PIRs) – 2021 & 2022
9	Progress reports (quarterly, semi-annual, or annual reports)
10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings.
12	GEF Tracking Tools (from CEO Endorsement, midterm, and terminal stages) – non-applicable
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm, and terminal stages)
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions
16	Audit reports – non-available in official version
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc., held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes/employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US\$5,000 (i.e., organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e., any leveraged or “catalytic” results)
23	Data on relevant project website activity – e.g., number of unique visitors per month, number of page views, etc. over the relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits

#	Item (electronic versions)
26	List and contact details for project staff, and key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes

ANNEX 5: Evaluation questionnaires

Questionnaire for on-site visits

Please provide your opinion regarding the following: YES / PARTIALLY / NO

- a. ¿Did the bioenterprise achieve the expected results?
- b. Did the bioenterprise have a balanced participation of men and women?
- c. Does the bioenterprise respond to the needs of the organization/community?
- d. Were you and your organization treated equally with the rest of the stakeholders?

Please express your feelings (what do you feel?): JOY or GRATITUDE or SATISFACTION / NOTHING / RAGE.

- a. When remembering the people who contributed to the development of the bioenterprise.
- b. When you remember the problems, they had to face during the bioenterprise
- c. When you tell your family members or other people about what you did in the bioenterprise
- d. When you think about all the time and work you have put into the bioenterprise

Do you believe that: YES / DOUBT IT / NO

- a. The bioenterprise will be sustained for many years?
- b. New funds will be raised to increase the impacts/changes achieved?
- c. The GADs in your region will support the bioenterprise in the future with additional resources?
- d. Your expectations for the bioenterprise were exceeded?

How satisfied are you with: A LOT / A LITTLE / NOT AT ALL

- a. Bibliographic material generated, related to bio-entrepreneurship (brochures, videos, etc.)
- b. Knowledge learned, skills and abilities achieved.
- c. Level of participation in the development (design and execution) of the bioenterprise.
- d. Increase in the family's economic capacity achieved thanks to the bioenterprise

Would you be willing to: YES / PROBABLY / NO

- a. Re-engage in a new project related to bioenterprise
- b. Share what has been learned with other communities/organizations
- c. Work in the short, medium and long term on the bioenterprise to improve it
- d. Investing more time and money to maintain the bioenterprise

Specific questions with a gender focus

<p>Quality of intervention design</p>	<ol style="list-style-type: none"> 1. In your opinion, how is the gender variable reflected in the design of the intervention (logical framework, indicators, activities, monitoring and evaluation systems, reporting mechanisms)? 2. Did the intervention design benefit from a robust and inclusive stakeholder analysis? Was a gender analysis carried out to clearly define the underlying structural problems in the realization of gender? Does the design respond to this analysis? 3. Was there a clear identification of women and individuals/groups that are marginalized and/or discriminated against as the focus of the intervention? 4. Have gender roles and relations been examined and areas of discrimination against women identified? 5. Have stakeholders (both women and men) participated in the various activities of the intervention in an active, meaningful and free manner? 6. Is there a specific gender strategy and are the objectives of the strategy clear and realistic? Do the proposed program activities lead to gender goals and objectives?
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Information availability	<ol style="list-style-type: none"> 7. Does the program have the capacity to provide data for gender-sensitive evaluation? 8. Are there baseline data on the situation of beneficiaries, and particularly women, at the start of the intervention? 9. Are there gender-sensitive indicators integrated into the intervention? 10. Is there a consistent monitoring system to track progress in gender mainstreaming? 11. Have monitoring systems captured gender information (e.g., the situation of different groups of people, specific indicators, etc.)? 12. What kind of gender information is accessible and how can it be collected? 13. Do implementation records and activity progress reports contain information on how gender issues were addressed? 14. Are disaggregated data (e.g., by sex, ethnicity, age, etc.) that reflect the diversity of stakeholders available? 15. What are the likely costs of gender data collection and analysis?
Context	<ol style="list-style-type: none"> 16. Is the context in which the evaluation will be conducted conducive to gender-sensitive evaluations? Are stakeholders' views on gender generally aligned with international standards? 17. Is the context (political, institutional, cultural, etc.) where the intervention is embedded conducive to advancing gender? 18. If there are issues that may provoke resistance or political opposition, what strategies will be put in place to include gender analysis in the evaluation? 19. Is experience available to evaluate gender mainstreaming?

ANNEX 6: Evaluation Matrix

Evaluation questions	Indicators	Resources	Methodology
Relevancy: Relevance and coherence of the project with respect to national policies and mandates. Consistency between the project and the needs of local stakeholders. Involvement of local and national stakeholders in project design and implementation.			
<ul style="list-style-type: none"> Were the project objectives aligned with the country's needs and priorities, taking into account the political, social, legal and institutional context that were in place? Does the project contribute to gender equality, women's empowerment and social inclusion? Was gender mainstreaming designed and implemented according to the needs of socially excluded groups and women and men? Has the project managed to ensure complementarity, harmonization and coordination with other relevant government interventions and/or other actors, avoiding duplication of efforts? 	<p>Level of coherence between what was designed and implemented with respect to national policies, priorities and mandates and/or global environmental objectives and/or local priorities and/or GEF strategic priorities and/or UNDP regulations.</p> <p>Degree of involvement of local actors and stakeholders in project design and implementation.</p>	<p>Data from the monitoring system and follow-up actions;</p> <p>Technical project information and information applicable to the project (e.g. NBS; CBD; GEF Objectives; UNDP documents);</p> <p>Information gathered through individual or group interviews with various stakeholders (project team, local informants, MC members).</p>	<p>Documentary analysis;</p> <p>Interviews / questionnaires;</p> <p>Triangulation of evidence collected.</p>
Efficiency: Extent to which the expected results and objectives of the project have been achieved. Involvement of key actors and stakeholders in the achievement of expected results. Incidence of risks and assumptions on the objectives pursued by the project.			
<ul style="list-style-type: none"> What are the main achievements of the project and what was not implemented? Briefly explain the reasons or factors for the success (or failure) of the project in achieving the expected results with the expected quality. Were women, men and/or vulnerable groups sufficiently linked to the project interventions? How were difficulties that limited or jeopardized the achievement of project objectives overcome? What has been the contribution of partners and other organizations to project results? 	<p>Degree of compliance between the goals and expected results with respect to the goals and results achieved.</p> <p>Level at which project objectives have been achieved.</p> <p>Degree of effective participation of key actors and stakeholders with a gender perspective.</p> <p>Actions taken to address key assumptions and drivers for achieving</p>	<p>Monitoring system data and follow-up actions;</p> <p>Technical project information and information applicable to the project;</p> <p>Information gathered through individual or group interviews with relevant stakeholders; On-site observations.</p>	<p>Documentary analysis;</p> <p>Interviews / questionnaires;</p> <p>Analysis of oral information obtained in situ;</p> <p>Triangulation of evidence collected.</p>

Evaluation questions	Indicators	Resources	Methodology
<ul style="list-style-type: none"> ○ Have the project implementation processes been participatory? ○ What are the remaining risks and barriers to achieving the overall environmental benefits? ○ Has the project been responsive to the identified needs of beneficiaries/stakeholders, and to the changing priorities of partners and vulnerable groups? 	objectives, impacts and targets.	Information gathered through questionnaires with local informants.	
Efficiency: Extent to which the project has been executed in a timely, strategic, comprehensive and cost-effective manner. Achievement or surpassing of goals and expected results.			
<ul style="list-style-type: none"> ○ Have financial resources been allocated strategically and in a timely manner during the development of the project? ○ Were the project activities fully implemented with the planned financial resources? ○ To what extent were the goals and expected results achieved? ○ To what extent have beneficiary groups, partners and other stakeholders contributed additional resources (cash and/or in-kind) to the project? ○ To what extent were financial, human, or technical resources used to address inequalities in the territory and address gender issues? 	Timeliness of achievement of targets and expected results. Proportion of cofinancing achieved and percentage of funds used for gender issues. Extent to which targets and results achieved exceed expectations. Compliance of financial and monitoring procedures used with national and UNOPS & UNDP standards.	Monitoring system data and follow-up actions; Technical project information and information applicable to the project; Information gathered through individual or group interviews with relevant stakeholders; On-site observations. Information gathered through questionnaires with local informants.	Documentary analysis; Interviews / questionnaires; Triangulation of evidence collected.
Sustainability Probability that the results achieved by the project will be maintained. Availability of resources (human, financial, etc.) to sustain project benefits. Empowerment and initiative of key local actors and stakeholders. Existence of risks (political, institutional, environmental, etc.) to sustain the benefits achieved.			
<ul style="list-style-type: none"> ○ Are there social or political factors or other risks that may positively or negatively influence the maintenance of project results and progress towards expected impacts? ○ Is the level of ownership by key stakeholders sufficient to enable long-term maintenance / scaling up of project results? 	Existence of financial, environmental, socio-political or institutional risks to sustain project results. Degree of empowerment of key actors and stakeholders.	Data from the monitoring system and follow-up actions; Information gathered through individual or group interviews with relevant stakeholders; On-site observations.	Documentary analysis; Interviews / questionnaires; Analysis of oral information obtained in situ.

Evaluation questions	Indicators	Resources	Methodology
<ul style="list-style-type: none"> Are there sufficient financial resources to ensure the sustainability of the results achieved by the project and/or to expand its scope in the medium and long term? Is there sufficient awareness, interest, commitment and incentives from government and/or other key stakeholders to sustain the initiatives in the medium and long term? What are the innovations/good practices that have been implemented under the project that need to be further developed to help sustain the implemented initiatives over time? 	<p>Flow of financial and other supporting resources in the short, medium and long term.</p> <p>Level of awareness, interest and commitment of key actors and stakeholders.</p>	Information gathered through questionnaires with local informants.	
Gender Equality Equal enjoyment of rights, opportunities, resources, etc., among men, women, girls and boys. Equal participation of men and women in project progress and results.			
<ul style="list-style-type: none"> Have stakeholders been actively, meaningfully and freely involved in the intervention activities? Is there a specific gender strategy and are its objectives clear and realistic? Do the activities in the proposed action plan lead to gender goals and objectives? Does the action plan have the capacity to provide data for gender-sensitive evaluation? Are there differentiated data on the situation of beneficiaries, and in particular women, at the start of the intervention? Are there gender-sensitive indicators integrated into the intervention? 	<p>Degree of equal participation in activities.</p> <p>Existence of gender analysis & action plan.</p> <p>Availability of gender-differentiated data.</p> <p>Relationship between expected gender results and expected project results (biodiversity conservation).</p>	<p>Data from the monitoring system and follow-up actions;</p> <p>Technical information on the project and information gathered through individual or group interviews with relevant stakeholders;</p> <p>On-site observations.</p> <p>Information gathered through questionnaires with local informants.</p>	<p>Documentary analysis;</p> <p>Interviews / questionnaires;</p> <p>Analysis of oral information obtained in situ;</p> <p>Triangulation of evidence collected.</p>
Evaluation & monitoring Planned, continuous and systematic verification of project effectiveness and efficiency.			
<ul style="list-style-type: none"> Did the project have a robust monitoring, follow-up and evaluation plan to monitor results and track progress toward achieving project objectives? 	Consistency, reliability, timeliness and completeness of the information generated by the monitoring and evaluation system.	<p>Monitoring system data and follow-up actions;</p> <p>Technical information on the project;</p>	<p>Documentary analysis;</p> <p>Interviews / questionnaires;</p>

Evaluation questions	Indicators	Resources	Methodology
<ul style="list-style-type: none"> Were project monitoring activities implemented in a timely manner and within the available budget? How has the M&E system used contributed to the timely and full achievement of project results? 		<p>Information gathered through individual or group interviews with relevant stakeholders;</p> <p>Information gathered through questionnaires with local informants.</p>	<p>Analysis of oral information obtained in situ;</p> <p>Triangulation of evidence collected.</p>
Oversight UNDP Monitoring / Quality Assurance (QA) by the country office and other UNDP instances.			
<ul style="list-style-type: none"> Is monitoring & QA carried out systematically by UNDP? Are monitoring & QA actions executed in a timely and planned manner? Is reliable information generated as a result of monitoring & QA actions? 	<p>Robustness and timeliness of monitoring & QA actions - UNDP.</p> <p>Consistency of information generated by monitoring & QA actions.</p>	<p>Monitoring system data and follow-up actions;</p> <p>Technical information from the;</p> <p>Information gathered through individual or group interviews with relevant stakeholders;</p>	<p>Documentary analysis;</p> <p>Interviews / questionnaires.</p>
Impact Actual effects and impacts achieved by the project			
<ul style="list-style-type: none"> What are the positive or negative changes, intended or unintended, brought about by the project interventions? What real differences have the project interventions made to the beneficiaries? How many people have benefited from the project, and is there equality between women and men? From your point of view, how would you assess the degree of satisfaction of the main stakeholders / final beneficiaries with the implementation and results of the project? To what extent has the project raised the levels of cooperation between the institutions involved? 	<p>Differences between baseline data and current situation.</p> <p>Number of direct and indirect beneficiaries.</p> <p>Levels of participation and empowerment of women.</p>	<p>Monitoring system data and follow-up actions;</p> <p>Technical information on the project;</p> <p>Information gathered through individual or group interviews with relevant stakeholders;</p> <p>On-site observations.</p> <p>Information gathered through questionnaires with local informants.</p>	<p>Documentary analysis;</p> <p>Interviews / questionnaires;</p> <p>Analysis of oral information obtained in situ;</p> <p>Triangulation of evidence collected.</p>

ANNEX 7: Linking Program Indicators with SIMONAA Indicators

Objectives/Results	Program Indicators	SIMONAA indicators assigned for monitoring
<p>Project objective: Community networks develop social, economic and ecological resilience generating global environmental benefits and sustainable development through bioenterprises located in nine identified landscapes in the coastal, highlands and Amazon regions.</p>	<p>Mandatory indicator 1: Number of direct project beneficiaries broken down by gender (individuals).</p> <p>Mandatory Indicator 2: Number of indirect project beneficiaries disaggregated by gender (individuals).</p> <p>Mandatory Indicator 3: Increase in area (hectares) of landscapes under improved practices (GEF Core Indicator 4.1+ 4.3).</p> <p>Mandatory Indicator 4: Increase in area (hectares) of marine habitat under improved practices to benefit biodiversity (GEF Core Indicator 5).</p>	<p>N° of direct project participants</p> <p>N° of women directly participating in the project</p> <p>N° of communities participating in the BioCorridor project</p> <p>N° of families participating in the Biocorridor project</p> <p>N° of women in decision-making or leadership positions in Bioenterprises</p> <p>N° of indirect participants in the project</p> <p>N° of women indirect participants in the project</p> <p>N° of hectares protected/conserved through direct actions of the project</p> <p>N° of hectares conserved favoring connectivity processes - Socio Bosque properties</p> <p>N° type and frequency of environmental impacts within the area under conservation (ABC) and threats outside them</p> <p>No. of terrestrial species conserved through community strategies</p> <p>N° ha protected/conserved through ICCAs</p> <p>No. of hectares under sustainable soil management practices through agroecological systems</p> <p>N° of hectares under sustainable soil management practices through agroforestry systems</p> <p>N° of farms with agroforestry practices (coast)</p> <p>N° of orchards with agroforestry practices (sierra)</p> <p>N° of farms with agroecological practices (Amazon)</p> <p>No. of hectares of marine habitat under sustainable soil management practices (Amazon)</p> <p>No. of marine species conserved through community strategies (Amazon)</p>
<p>Outcome 1: Community bioenterprises are strengthened in the nine selected landscapes with improved capacities for sustainable production, biodiversity conservation and market access.</p>	<p>Number of functional bioenterprises at the community level in the nine landscapes based on biodiversity conservation and agroecological resource management products, of which at least 50% are coordinated by women.</p> <p>Number of innovative value-added products generated by community projects practicing</p>	<p>N° of innovative products promoted by biobusinesses</p> <p>N° of biodiversity species are sustainably harvested by the bioenterprises</p> <p>No. of grantees involved in the strengthening of innovative products</p> <p>No. of crowdfunding campaigns designed</p> <p>N° of biobusinesses with a crowdfunding campaign on GreenCrowds</p>

Objectives/Results	Program Indicators	SIMONAA indicators assigned for monitoring
	<p>biodiversity conservation and agroecological resource management.</p> <p>Number of community bioenterprises supported by innovative financial mechanisms.</p> <p>Number of bioenterprise networks established and operational in the nine target landscapes.</p> <p>Number of value chain strategies developed for Products with Territorial Identity (PIT) by biobusiness networks to promote and articulate biodiversity conservation and sustainable production in the nine target landscapes.</p> <p>Number of value chain strategies being implemented by bioenterprise networks.</p> <p>Number of market agreements (e.g. sales contracts, etc.) between biobusiness networks and buyers.</p>	
<p>Outcome 2: Bioenterprises networks established and operational in each of the nine target landscapes to improve governance and coordinated market access.</p>		<p>N° of updated/ratified agreements with stakeholders (social and institutional)</p> <p>N° of bioenterprise networks (Bioered) established</p> <p>No. of meetings of the Biocorridor project management committee</p> <p>No. of meetings of the Bioenterprise Network (Bioered)</p> <p>N° of external stakeholders involved in the management of bioenterprises through the Bioenterprise Networks (Bioered)</p> <p>N° of workshops during the project cycle (start-up workshop - mid-term - closure)</p> <p>N° of planning workshops for the implementation of the bioenterprise improvement plan</p> <p>No. of management committee meetings for planning the implementation of the improvement plan</p> <p>N° of training plans (tutorials) designed and implemented in coordination with EQUIPATEN</p> <p>N° of mentoring workshops for the implementation of the improvement plan: operations/financial</p> <p>No. of workshops for mentoring for improvement plan implementation: organizational and market/marketing capacity building</p> <p>N° of processes in production enhanced by bioenterprise</p> <p>N° of machines/equipment purchased for the implementation of the improvement plan</p> <p>No. of bioenterprise enhancement strategies updated</p> <p>N° of training workshops for biobusinesses prioritized</p> <p>No. of meetings/workshops for bioenterprise diagnosis</p> <p>No. of meetings/workshops for bioenterprise improvement plan development</p> <p>No. of bioenterprise improvement plans developed</p>

Objectives/Results	Program Indicators	SIMONAA indicators assigned for monitoring
		Revenues generated by biobusinesses that are used for community interest purposes No. of meetings to promote associative commercialization No. of national knowledge exchange meetings within the knowledge community No. of national meetings for the promotion and dissemination of bioenterprises No. of marketing contact networks identified No. of agreements with commercial actors

ANNEX 8: OF7 Bioenterprises

Biocorredor	Paisaje	Bioemprendimiento
Cayambe Coca	RESAK	(i) Canasta orgánica: “La cosecha del día”, (ii) Frutas deshidratadas
	Zuleta	(i) Bordadoras y Artesanos: Elaboración de bordados a mano, tejidos en fibra de alpaca, talabartería, productos agroecológicos y gastronomía, (ii) Unidad Educativa Zuleta: Finca de producción agroecológica, (iii) Alpaka Urku: Manejo integral de camélidos andinos, (iv) Maderas y Maderos: Tallado y arte en madera, (v) La Zuleteñita: Miel de abeja y derivados: jabón, licor, dulces, polen
Chimborazo	CORDTUCH	(i) Casa Cóndor: Artesanías, productos agroecológicos, turismo vivencial, alimentación, hospedaje, guianza; tejidos en lana de alpaca.
	SARIV	(i) ASOPROSARIV: Bebida de maíz morado, (ii) TANDALLA WARMIS: Yogourt de mashua, (iii) Jambi Kiwa: tizanas de hierbas tradicionales
Cóndor Chuquirahua Cañari	Cóndor Chuquirahua Cañari	(i) Comunidad Esmeralda Chica: fibra de alpaca, (ii) Flor Andina: yogur y galletas de oca, (iii) Qapac Ñan: fideos de quinua y amaranto (Pallarina), (iv) Caguana Pamba: fibra de alpaca, (v) Sumak Mikuna: barras energéticas de amaranto (cereales), (vi) Cubilán: miel de abeja, (vii) Zhamuy: horchatas Zhud Alelí
Chocó Esmeraldas	Chocó Esmeraldas	(i) Comuna Playa de Oro: Cacao, San Miguel de los Negros: cacao, (ii) piscicultura, (iii) miel de cacao, (iv) miel de abeja, (v) huertos familiares, (vi) Comuna Sespji Jeyambi: Artesanías Chachi
Chongón Colonche	Chongón	(i) Noble Guadua: productos utilitarios de bambú y caña guadúa, (ii) Casa del Sombrero: sombreros y artesanías tejidas de paja toquilla, (iii) Arte Cerro Grande: artesanías de tagua, (iv) Miel de Esperanza: miel de abeja, (v) Escalando Metas: productos a base de palo santo, (vi) Valle de Olón: productos agroecológicos
Jipijapa Sancán Puerto López	Jipijapa Sancán Puerto López	(i) Comuna Agua Blanca: derivados de Palo Santo, (ii) miel de abeja, (iii) productos derivados del Barbasco ; Proceso de fortalecimiento de fincas agroecológica; Casas Viejas: fortalecer procesos de huertos orgánicos /productos agrícolas por estación, (iv) , (v) (vi) CEPROCAFE: sostenibilidad ambiental de la tagua, acopio y comercialización
Yaku Samay	Yaku Samay	(i) Asociación Inti: Ashangas amazónicas, (ii) AWAKKUNA: tejidos artesanales a base de fibras naturales, (iii) PKR: Producción piscícola
Taisha	Taisha	(i) Fundación Chankuap': bálsamo labial con achiote, (ii) Crema con guayusa, Crema con ishpink y canela
Worani	Worani	AMWAE: WAORANI HECHO A MANO. Artesanías de fibra de chambira
Pueblo Shuar Arutam	PSHA	(i) PSHA: Artesanías, (ii) Cerámica de Maikuant

ANNEX 9: 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 imitations, 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: Jorge Nunez Jara

Name of Consultancy Organization (where relevant): UNOPS

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

Signed at MAY 23, 2023 (Place) on Quito (Date)

Signature:  _____

ANNEX 10: Individual Contractor Agreement



Individual Contractor Agreement

22 May 2023

Individual Contractor Agreement: 0232564-P85817-L0-00

Between the United Nations Office for Project Services (hereinafter referred to as "UNOPS") and Jorge Rodrigo Nunez Jara (hereinafter referred to as the "Individual Contractor") whose address is:

Address: Quito, Ecuador
Email: joromuja@gmail.com

Notices sent to the above e-mail address shall be deemed to have been received by the Individual Contractor on the day it was sent.

A. CONTRACT DOCUMENTS

This Individual Contractor Agreement (hereinafter referred to as "Agreement") shall be constituted of the following documents, which shall take precedence over one another in case of conflict in the following order:

- (i) This document (which shall have the highest precedence);
- (ii) Annex A: Terms and Conditions of UNOPS Individual Contractor Agreement;
- (iii) Annex B: Terms of Reference;
- (iv) All policies and instructions in the UNOPS Legislative Framework that are expressed to be applicable to UNOPS individual contractors, as they may be revised from time to time. For the avoidance of doubt: the foregoing also applies to policies and instructions issued after the date of this Agreement, including those that affect the Individual Contractor's fee and entitlements (in which case any payment to a third party on account of the Individual Contractor shall be deemed to be part of the fee paid to the Individual Contractor).

This Agreement supersedes the contents of any negotiations and/or prior agreements, whether oral or in writing, pertaining to the subject of this Agreement.

B. INDIVIDUAL CONTRACTOR TO PROVIDE DOCUMENTS SPECIFIED BY UNOPS

No legally-binding contract shall come into existence until the Individual Contractor provides to UNOPS:

- (i) all documents specified in the UNOPS communication forwarding this document for the Individual Contractor's signature; and
- (ii) a copy of this document duly signed by the Individual Contractor.

UNOPS reserves the right to withdraw this document at any time before a legally-binding contract comes into existence.

C. PARTICULARS

The Individual Contractor is engaged by UNOPS under this Agreement as a Local Individual Contractor to provide specialist services. The following is the Schedule of Particulars referred to in Annex A of this Agreement.

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Individual Contractor Agreement

SCHEDULE OF PARTICULARS

1.	Date Individual Contractor shall commence providing Services (Refer to Annex A para 2.2): 24 May 2023
2.	Date Individual Contractor must complete Services by (if applicable) (Refer to Annex A para 1.1 and para 1.2): 18 Aug 2023
3.	Duty station(s) (Refer to Annex A para 2.1): Quito, Ecuador (Home-based Lumpsum)
4.	Functional Title (Refer to Annex A para 2.1): Project Management Support - Advisor, LICA 11 sublevel 7
5.	Individual Contractor's fee (Refer to Annex A para 3.1): USD 13697.00
6.	Entitlement to absence due to illness without reduction in fee (Refer to Annex A para 5.1): Not entitled
7.	Entitlement to annual leave (Refer to Annex A para 5.2): Not entitled
8.	Entitlement to maternity/paternity leave (Refer to Annex A para 5.3): Not eligible.
9.	Work on weekends and UN holidays (Refer to Annex A para 5.4): The Individual Contractor is not required to work during week-ends and UN official holidays.
10.	Overtime compensation (Refer to Annex A para 5.5): None
11.	Service incurred Injury, Illness, Disability and Death (Refer to Annex A para 5.6 for the conditions and coverage applying to your contract type): The Individual Contractor shall not be covered by UNOPS against injury, illness and death, except when travelling pursuant to the Agreement at the expense or direction of UNOPS (except for private motor vehicle transportation requested solely for the convenience of the contractor) and when performing the Services at a UNOPS office or work location (in which cases the Individual Contractor shall be covered under a group insurance policy and the payments under said insurance policy shall be the Individual Contractor's sole compensation in respect of injury, illness and death during such travel or performance).
12.	Death and Permanent Disability Insurance: The Individual Contractor shall not be covered by UNOPS against death and disability other than if specified in section 11.

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Individual Contractor Agreement

13.	Malicious Acts (Refer to Annex A para 5.7): The Individual Contractor shall be covered by the Malicious Acts Insurance Policy (MAIP) as long as the Individual Contractor (i) complies with all UN safety and security directives and any other relevant policies, instructions and procedures and (ii) is on official business.
14.	Health insurance (Refer to Annex A para 5.8): Health insurance is not provided by UNOPS. The Individual Contractor is responsible for obtaining adequate health insurance for the entire duration of the contract. The insurance must cover treatment at the duty station and any location that the Individual Contractor may travel to on mission and must cover medical evacuation.
15.	Provident Fund (Refer to Annex A para 4): None

In the event of any inconsistency between the descriptions in this column and Annex A, Annex A shall prevail

D. SPECIAL CONDITIONS

The following Special Conditions shall apply notwithstanding any other provision in this Agreement:

Special Conditions (General):

None

Special Conditions (Payment Notes):

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

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Individual Contractor Agreement

Special Conditions (Travel Notes):

Travel will be required to Quito/Ecuador during the TE mission;
 The BSAFE course must be successfully completed prior to commencement of travel;
 The Project Management Support – Advisor is responsible for ensuring they have vaccinations/inoculations when traveling to certain countries, as designated by the UN Medical Director.
 The Project Management Support – Advisor is required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>

Special Conditions (Operational Arrangements):

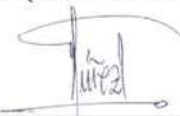
None

E. MEDICAL CERTIFICATION AND INDIVIDUAL CONTRACTOR'S ACKNOWLEDGEMENT

Unless expressly provided otherwise in the Special Conditions above: The Individual Contractor is solely responsible for receiving clearance from a medical doctor to provide the Services (and also for any travel required to provide the Services). The clearance shall include confirmation that the Individual Contractor has had the appropriate inoculations for any country/countries to which the Individual Contractor is to travel. By signing this Agreement, the Individual Contractor confirms having received such clearance. The Individual Contractor hereby agrees to indemnify UNOPS in respect of any claims, liabilities, losses and expenses, including the cost of any medical evacuations that result from any breach of the foregoing by the Individual Contractor.

This document was created by Rosanna De Luca, and approved by Robert Anthony Agnelo GODIN, Regional Management and Oversight Advisor for and on behalf of the United Nations Office for Project Services.

The Individual Contractor acknowledges that he/she has read, and agrees to, the terms and conditions of this document, Annex A (*Terms and Conditions of UNOPS Individual Contractor Agreement*) and Annex B (*Terms of Reference*).



 Jorge Rodrigo Nunez Jara

23 May 2023

Date

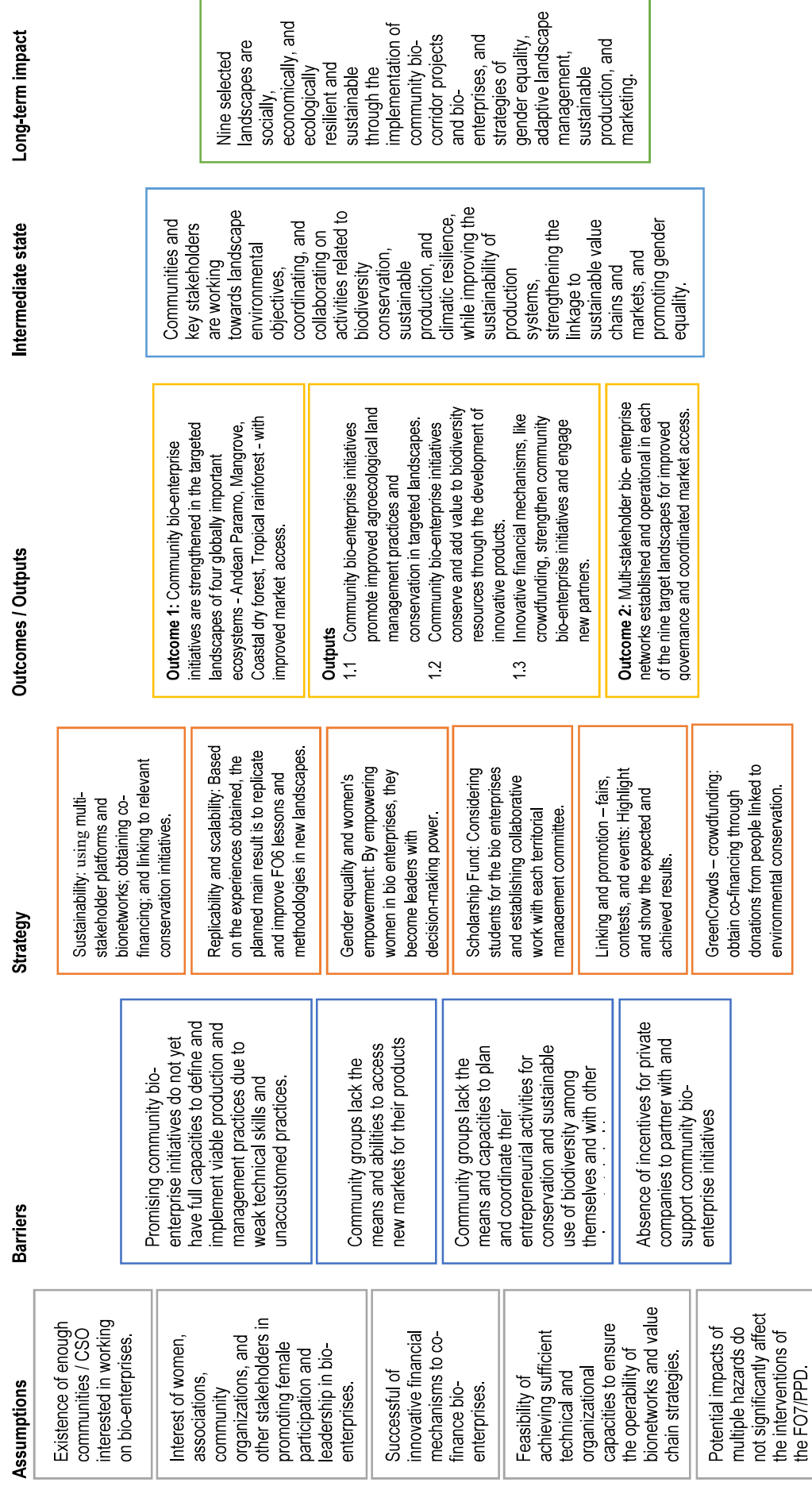
22 May 2023

Individual Contractor Agreement: 0232564-P85817-L0-00

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ANNEX 11: Theory of Change (proposed by TE consultant)

Objective: Enable community networks to build social, economic, and ecological resilience by producing global environmental and sustainable development benefits from bio-enterprises in nine landscapes



Systematization of experiences:
Capitalize on learning good
practices from Biocorredor projects
and bio-enterprises.


- Outputs**
- 2.1 Multi-stakeholder bio-enterprise networks established and operational in the nine target landscapes.
 - 2.2 Bio-enterprise networks implement value chain strategies to access new markets within and across landscapes and at regional and national levels.
 - 2.3 Bio-enterprise networks develop value chain strategies that promote and articulate biodiversity conservation and sustainable production practices across the nine target landscapes.

Terminal Evaluation Report Clearance Form

Terminal Evaluation Report for Seventh Operational Phase of the Small Grants Program in Ecuador (OF7/SGP) PIMS ID 6255 – GEF ID 10147 Reviewed and Cleared By:


Commissioning Unit (M&E Focal Point)

Monica Andrade
Name: _____

Signature:  Date: 31-Aug-2023

Regional Technical Advisor (Nature, Climate and Energy)

Carlos Montenegro Pinto
Name: _____

Signature:  Date: 31-Aug-2023
