

Mid-Term Review of the Project:

Enhancing climate resilience of rural communities and ecosystems in Ahuachapán Sur, El Salvador.

UNDP 00111194

PIMS#6238

Evaluation Report

Country: El Salvador

Focal area: Adaptation to Climate change

Executing agency: United Nations Development Programme

Executive partner: Ministry of Environment and Natural Resources

Other executors: Initiative of the Americas Fund and National Center for Agricultural and Forestry Technology of the Ministry of Agriculture and Livestock

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Acronyms and abbreviations

EbA	Ecosystem-based adaptation
CONAMYPE	National Commission for Micro and Small Enterprises
TAC	Technical Advisory Committee
DEB	General Direction of Ecosystems and Biodiversity
DEC	General Direction of Environmental Assessment and Compliance
DOA	Direction of the Environmental Observatory
CENTA	National Center for Agricultural and Forestry Technology
COAL	Local Advisory Committee
FIAES	Initiative of the Americas Fund
AF	Adaptation Fund
PB	Project Board
MARN	Ministry of Environment and Natural Resources
MAG	Ministry of Agriculture and Livestock
N/A	Not Applicable
UNDP	United Nations Development Program
PE	Project Executive
PPR	Project Performance Report
PRODOC	Project Document
WP	Work Plan
PMU	Project Management Unit
MTR	Mid-Term Review
GIS	Geographic Information Systems
SMART	Specific, Measurable, Achievable, Relevant and Timely indicators
ToR	Terms of Reference
USD	U.S. Dollars

1 Executive Overview

Project information table

Project title	Strengthening climate resilience of rural communities and ecosystems in Ahuachapán-Sur. El Salvador		
UNDP Project ID (PIMS#)	6238	PIF Approval Date	Jun 20, 2019 (AF Designated Authority Endorsement Letter Received)
GEF Project ID (PMIS #)	N/A	AF Board Approval:	October 11, 2019
Quantum Business Unit, Award# Proj.ID	SLV10 Award 00107731 SLV10 Project 00107946	Project Document (ProDoc) Signature Date (date project began):	February 10, 2021
Country	El Salvador	Date project manager hired	June 11, 2021
Region	Latin America and the Caribbean	Inception Workshop date:	June 16, 2021
Focal Area	Climate Change Adaptation	Mid-Term Review Completion Date	
GEF Focal Area Strategic Objective: (Project Sector)	Ecosystem-based adaptation	Planned closing date	February 10, 2026
Trust Fund	Adaptation Fund (AF)	If revised, proposed op. closing date:	
Executing Agency/ Implementing Partner	Ministry of Environment and Natural Resources (MARN)		
Other executing partners	Initiative of the Americas Fund (FIAES)		
Project financing	<i>At CEO endorsement (US\$)</i>	<i>At Midterm Review (US\$)</i>	
(1) AF financing	7,819,818	7,819,818	
(2) UNDP contribution	N/A	N/A	
(3) Government	N/A	N/A	
(4) Other partners	N/A	N/A	
(5) Total co-financing (2+3+4):	N/A	N/A	
Project Total Costs (1+5):	7,819,818	7,819,818	

Based on the premise of the high vulnerability to climate change of communities and ecosystems in the Ahuachapan Sur area of El Salvador, this project aims to reduce the vulnerability of communities and productive ecosystems in the municipality of San Francisco Menendez to drought risk, soil erosion and flash floods caused by climate change and climate variability. To achieve this, it was proposed to apply the ecosystem-based adaptation approach to increase the resilience of the area, through the restoration of critical ecosystems and productive management in landscape transition zones; diversify livelihoods by positioning community products in new markets; generate and improve climate information for better and timely decision making; and strengthen inter-institutional coordination and local governance.

A few more than two years into implementation, the project has covered 12% (466 ha) of the area committed to restoration, through agroforestry systems with basic grains and coffee, and silvopastoral systems, benefiting 282 producers to date, although coverage is expected to increase to 39% by the first quarter of 2024. In terms of livelihood diversification, progress has been made in laying the foundations for the development of technological packages, market studies and the operation of community seed banks, through the establishment of links with key entities, document review and participation in government platforms linked to producers and markets. The hiring of consultants, the definition of how market studies will be approached and the signing of the Cooperation Agreement between the Ministry of the Environment and Natural Resources (MARN) and the National Center for Agricultural and Forestry Technology (CENTA) of the Ministry of Agriculture and Livestock (MAG) are necessary to achieve more substantive progress in this component. As for regional hydrological monitoring, which involves, among other outputs, the development of climate products, 2 meteorological stations and 2 telemetric hydrometric stations have been acquired and are in the process of being installed, which has mainly caused a delay in the progress of this component. There is also a concept note for the research, design and prototyping of climate products. Regarding the strengthening of governance, progress has been made in the development of a study and proposal for a municipal regulation to strengthen the identity and rights of the indigenous peoples identified during project implementation. Progress has also been made in strengthening some local entities (e.g. Water Boards), although areas for improvement were identified to better understand the purpose and scope of the strengthening, and to systematize progress.

MTR summary table of ratings and achievements

Measure	TMR Rating	Achievements description
Project strategy	N/A	
Progress towards results	Objective met Rating: Moderately unsatisfactory (MU)	Progress has been made in the restorations initiated in the project intervention area. This progress must be complemented with improved livelihoods, the availability of climate information and greater capacity of local entities, in which limited progress has been achieved, in order to reduce the vulnerability of communities and productive ecosystems in the intervention area.
	Outcome 1 Rating: Moderately Satisfactory (MS)	The restoration process is 12% complete, but the process has already begun to complete up to 39% coverage in the first quarter of 2024. This will require FIAES to receive its second payment.
	Outcome 2	Liaisons have been established with key entities (e.g. CONAMYPE) and the project participates in the

	Rating: Moderately unsatisfactory (MU)	agricultural development roundtables; existing market studies and diagnostics have been reviewed, and local seed banks have been designed and training has been provided on their use, although the delay in signing the Cooperation Agreement between MARN and CENTA has limited progress in local seed banks. There are ToR proposals to hire consultants that will allow progress in this component, although a possible change of approach for the development of market studies is being analyzed. Progress is still not substantive.
	Outcome 3 Rating: Moderately unsatisfactory (MU)	The equipment that will allow the generation of data that will feed the climatic products, whose development has been conceptualized, has been purchased. Installation of the equipment is in progress. ToR proposals are available for hiring the missing technical personnel to support the development of this component. Progress is still not substantive.
	Outcome 4 Rating: Moderately unsatisfactory (MU)	A study and an ordinance have been developed to strengthen the indigenous communities of Tacuba and actions have been carried out to strengthen some local entities, although there has not been a diagnosis and a strategy for the strengthening. Therefore, the route followed by this component is still not very clear. Progress is not yet very substantive.
Project implementation and adaptive management	Moderately unsatisfactory (MU)	The project has a low budget execution, which is congruent with the still limited progress on results. Management arrangements are mostly adequate and lines of authority and accountability are clear. Opportunities were identified to: strengthen the performance of the PMU; ensure that UNDP's technical and operational supervision has the expected incidence; and streamline and clarify MARN's administrative processes to be adhered to by the project. In view of this situation, some relevant adaptive measures have been planned, the effect of which will be seen when they are implemented. The project has been successful in engaging key stakeholders, so it is essential to make the required adjustments to the project to avoid the risk of losing the credibility generated, given the limited progress and lack of continuity of some actions. There is detailed monitoring of the restorations, which could be integrated into a comprehensive monitoring system for the project, which has not yet been developed. The project is visible at the local level, so the communication strategy needs to be strengthened to reach a wider audience.
Sustainability	It is not possible to provide a rating	It is difficult to determine sustainability when progress in achieving outputs and outcomes is still limited and there

		is a possibility that the approach to achieving certain outputs may change (e.g., market studies). It would be useful to have clarity on the strategy that will be used to monitor and measure the effect of the restorations. If the methodology proposed by MARN to measure this effect involves the communities, this would contribute to their sustainability.
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Conclusions

The project's potential to generate wellbeing in the communities involved and development benefits in the future is reaffirmed. In particular, the project strategy is robust, clear and logical and maintains its relevance and coherence for the country; areas for improvement include the need to strengthen management arrangements, in some cases due to the change of context, and the valuation of the risk of climate change effects, which has increased restoration costs. There are also opportunities to strengthen project coordination by the Project Management Unit (PMU), with which progress has already been made and adaptive measures are being implemented. Project management, expert supervision and strategic decision making have not yet had the expected incidence on the project. The operation of the project also presents opportunities for strengthening, which has contributed to a low budget execution. Due to the aforementioned challenges, the project has a low level of results achievement, which has generated new risks such as the loss of credibility of beneficiaries in the project. On the other hand, the project has complied with the monitoring plan and with the requirements of the Adaptation Fund (AF) and United Nations Development Program (UNDP), but there is a need to conceptualize monitoring as a comprehensive system and strengthen the Results Framework. Regarding human rights and the gender approach, the project has contributed to the fulfillment of human rights such as food, free opinion and identity, and has incorporated the gender approach in its design, although the need to strengthen the approach in project implementation has been identified.

Summary table of recommendations

# Rec	Recommendation	Responsible Entity
A	Project implementation and adaptive management	
A.1	Extend the project for an additional year with no budget increase, to allow for changes to the management arrangements to be made and the transition of the PMU, as well as for the planning and implementation of immediate actions, to accelerate project implementation and fulfillment of its objective.	UNDP-NCE Executive Coordinator
A.2	Strengthen PMU coordination and project administration, with personnel with extensive knowledge and experience in these roles in projects of this magnitude. The new PMU coordination should evaluate the performance of its technical staff and make decisions as appropriate.	MARN and UNDP
A.3	Improve the operation of the project through:	
	- Review and, if necessary, strengthen, the administrative and operational manual of the project.	MARN, PMU and UNDP

	- Expedite the recruitment of pending technicians and specialists, giving priority to PMU staff	MARN
	Accelerate the signing of the MARN-CENTA agreement	MARN and CENTA
	Accelerate the second disbursement to FIAES	MARN and UNDP
	Identify and contract a car rental company that does not require fueling only in San Salvador	PMU
A.4	Improve project execution through the following adjustments to project management arrangements:	
	-Hold regular monthly or bimonthly strategic planning and follow-up meetings with the Project Executive and strengthen the role of the Project Board for strategic discussion and decision making.	PE, PB, MARN and UNDP
	-Designate a person from the National Observatory Directorate (DOA) as coordinator of component 3 to the PMU.	DOA
	-Hold an extraordinary meeting of the PB to have a technical committee and reappoint the Community Liaison Officer as the coordinator of component 2 and the Governance Coordinator as the coordinator of component 4.	PB
	-Ensuring the strengthening of UNDP's direct technical and operational oversight	UNDP
A.5	Conduct a substantive budget review of the project to allow for: the hiring of a project monitoring expert; ensure sufficient per diem to increase PMU's field work; and analysis of how best to address rising restoration costs and compliance with the Low-Value Grants Policy by identifying potential savings in restoration and other components, taking into account synergies with the project executed by the World Bank.	MARN and UNDP
A.6	Substantively revise the Results Framework to incorporate municipal restructuring without modifying the area covered by the project; replace cooperatives with associations; and strengthen the horizontal logic of the Results Framework and some indicators to ensure they are SMART. The adjusted Results Framework should be approved by the JP and the AF.	MARN, UNDP, PB and AF
B	Outcomes 1, 3 and 4	
B.1	Hold a series of meetings to agree on how the methodology for measuring the effect of the restorations could be applied and what its scope would be.	DEB, PMU and DEC
C	Sustainability	
C.1	-Plan and implement a strategy that promotes replicability and scalability and, in the final year, design and implement an exit strategy for the project.	PMU and PB

2 Introduction

This report contains the results of the Mid-Term Review (MTR) of the project *Enhancing climate resilience of rural communities and ecosystems in Ahuachapán-Sur*, that has as main users MARN, PMU, UNDP, CENTA, FIAES and the Project Board (PB). The report is structured in 5 chapters. The first presents the executive summary of the RMT; the second includes the introduction to the RMT; the third describes the project under review and provides the context in which it was formulated; the fourth presents the findings of the RMT; and the fifth includes the conclusions, recommendations and lessons learned from the RMT.

2.1 Purpose of the MTR

The MTR was a formative evaluation and its purpose was to inform the PB, MARN, UNDP, PMU and other stakeholders on the performance of the project, for the corresponding decision making, to ensure compliance with the objectives and achieve the outcomes of the project, during the remaining implementation period. In this regard, the MTR assessed progress towards the achievement of project objectives and outcomes, as well as early indications of project success or limitations, in order to identify the changes needed to put the project on the correct course. The MTR also reviewed the project strategy and its risks to sustainability. This MTR was included in the evaluation plan, which is included in the UNDP Country Programme Document in El Salvador, whose objective is to assist UNDP monitor progress towards agreed development objectives and results, support course correction where appropriate, gather knowledge to inform UNDP's work and support accountability. The Terms of Reference for the MTR are presented in Appendix 1.

2.2 Scope and methodology

2.2.1 Scope

The evaluation spanned from project start-up on June 16, 2021 to November 2023. The criteria evaluated, in accordance with the RMT Terms of Reference (ToR), are: **Relevance**, whose guiding question is: to what extent do the objectives and design of the intervention respond to the needs, policies and priorities of the beneficiaries, the country and the partners/institutions, and do they continue to do so if circumstances change? **Coherence**, which addresses the question: to what extent is the intervention compatible with other interventions in the sector and country? **Effectiveness**, whose guiding question is: to what extent has the intervention achieved its objectives and outcomes? **Efficiency**, which covers the question: to what extent has the intervention been cost-effective and timely, including value for money? **Impact**, to what extent has the intervention generated or is expected to generate significant higher-level effects, positive or negative, intended or unintended? **Equity**, to what extent has the design and implementation included vulnerable groups and reduced inequalities, and have the benefits been equitably distributed? **Adaptive management**, to what extent did the intervention adapt to unforeseen challenges and context change and implement innovative practices, tools or technologies to enhance or accelerate climate change adaptation (CCA)? **Scalability**, to what extent does the intervention demonstrate that CCA can be scaled up or replicated on a larger scale? **Human and ecological security and sustainability**, to what degree is the intervention likely to generate continued positive or negative intended and unintended impacts beyond its lifespan? The evaluation matrix (Appendix 2) includes the sub-questions for assessing these criteria and the analyses conducted to answer them. Regarding the geographic scope, the MTR covered the city of San Salvador and the municipalities of Francisco Menéndez, Jujutla, Guaymango and Tacuba.

2.2.2 Methodology

Approach

The MTR adopted a participatory, consultative and transparent approach, involving key stakeholders, partners and beneficiaries in the evaluation process, to enable them to externalize, from their perspective, the progress and challenges of the project and, if possible, outline corrective measures. During the evaluation, the principles of non-discrimination, self-determination, protection and participation and consultation of indigenous communities were observed. In particular, the representative of the Council of Pre-Mayan Indigenous Peoples of Tacuba, which was the only indigenous group identified in the project intervention area, and 51 women out of a total of 123 people were interviewed. The information gathered, through the methods described below, made it possible to collect credible, reliable and useful evidence to support the conclusions and recommendations of the RMT.

Methods

According to the evaluation matrix (Appendix 2), which guided the process of answering the evaluation questions, the methods used were as follows:

- i. **Desk review.** A comprehensive desk review of project-derived documents and a review of strategic governmental (national and local) and legal documents external to the project, useful to address the context and expand information on specific issues, were conducted. The list of documents reviewed can be found in Appendix 3.
- ii. **Semi-structured individual and group interviews.** Semi-structured interviews were conducted with key stakeholders, based on interview protocols developed for each stakeholder group, and with a customized questionnaire with semi-open-ended questions. A sample questionnaire is included in Appendix 4. A total of 123 people were interviewed, 51 women and 72 men. The list of interviewees can be found in Appendix 5. For each interview, a note was generated in which, during or after the interview, useful and relevant information was identified to answer the evaluation questions. This information was included in a data matrix in Microsoft Word that was structured based on each evaluative criterion and main evaluation questions. The data matrix was also used to triangulate the information and answer the evaluation questions.
- iii. **Direct observation during field visits.** An evaluation mission was carried out from October 9 to 20, 2023 (the itinerary is included in Appendix 6), in which the municipalities of San Francisco Menéndez, Guaymango, Jujutla and Tacuba were visited. The city of San Salvador was also covered for interviews with central office officials. During the mission, sites under restoration were visited in the cantons of Agua Fría, El Corozo, Jocotillo and San Benito.

2.3 Limitations

The evaluation has been carried out satisfactorily. The minor limitations identified correspond to the rains that occurred during the visits to the restoration areas, which in two cases prevented visiting the restored area, but it was able to interview the beneficiaries. It was also not possible to interview the mayor of Tacuba due to urgent matters he had to attend to. However, 4 municipal officials were interviewed in order to get the vision of the project from the local government's perspective.

3 Project description and context

El Salvador is affected by the impacts of climate variability and climate change, with highly variable precipitation patterns, both spatially and temporally, leading to an increase in climatic events such as tropical storms, floods and droughts. Ahuachapán Sur, the project intervention area¹, is considered a zone of high vulnerability to climate change, with a population exposed to droughts, a significant increase in average temperatures, erratic precipitation patterns and extreme weather events. Rural communities in the area have begun to see their productive capacity in basic grains - as well as livestock production - affected and have even lost production completely. It is also important to note that the southern Ahuachapan landscape is rich in biodiversity and natural assets such as El Imposible National Park, mangroves, the Barra de Santiago Complex, and the Apaneca-Illamatepec Biosphere Reserve, which represent an important biological richness for the region and its inhabitants.

MARN considers Ahuachapán Sur to be an area of high vulnerability to climate change, which lacks the necessary resources to adequately prepare for, respond to, and recover from natural disasters. According to the report of the Inception Workshop conducted by the project in 2021, and MARN, since 2014 the area has experienced tropical depressions, hurricanes and droughts that have severely affected both the livelihoods of its inhabitants and the balance of its ecosystems. Also, key elements of the natural surroundings, such as the forest remains of the upper watershed, riparian forests, secondary forests, agroforestry systems and mangroves have been compromised by altering their water supply and facing irregular weather conditions.

According to the Project Document (PRODOC), an adaptation solution for southern Ahuachapán should address not only the climate impacts mentioned above, but also existing barriers that have increased vulnerability and hindered the capacity of communities and ecosystems to manage impacts and ensure climate resilience. These barriers include unsustainable ecosystem management, which has led to decreased capacity at the landscape level to manage drought, soil erosion and flash floods. These events will become more recurrent due to climate change; lack of capacity of producers to identify alternative climate-resilient production options; lack of information and knowledge about climate change and how it will affect the region; and lack of governance capacity to identify and implement appropriate adaptation measures to manage climate change in an inclusive and coordinated manner.

In response to this climate problem and in order to address the aforementioned barriers, the project *Enhancing climate resilience of rural communities and ecosystems in Ahuachapán-Sur El Salvador*, aims to reduce the vulnerability of communities and productive ecosystems in the Municipality of San Francisco Menéndez to the risk of drought, soil erosion and flash floods due to climate change and climate variability.

To meet this objective, the project is organized into four components:

- I. **Ecosystem-based adaptation (EbA) through productive management and landscape restoration to increase resilience at the territorial level.** In particular, the development

¹ According to PRODOC, Ahuachapán Sur consists of the municipalities of Francisco Menéndez, Jujutla, Guaymango and San Pedro Puxtla, which was originally the project's intervention area. Currently, the project also covers the municipality of Tacuba. It is worth mentioning that it is in the municipality of San Francisco Menéndez where the project is carrying out restoration work. The project does not yet carry out any activities in the municipality of San Pedro Puxtla.

and implementation of 65 community restoration plans was proposed, through which 3,865 ha of forest landscape would be restored within San Francisco Menéndez. This component is led by MARN and executed, as Responsible Party, by FIAES with the support of local and national civil society, local associations and other organizations.

- II. **Diversified products positioned in new markets for resilient livelihoods.** To this end, it was programmed to promote and implement climate-resilient and economically viable productive alternatives in the region that address the economic vulnerability faced by the region. MARN is implementing this component through the PMU, in coordination with the Ministry of Agriculture and Livestock (MAG) and the National Center for Agricultural and Forestry Technology (CENTA).
- III. **Monitoring the impact of EbA on regional hydrology to increase capacity and landscape management and adaptation planning.** In this regard, it was established to generate climate and hydrological information products in the region to identify and monitor the impact of climate change on the landscape. Also to determine the effectiveness of interventions based on ecosystem management to improve local and national responses. MARN, through the Directorate of the Observatory of Threats and Natural Resources (DOA), is leading the implementation of this component.
- IV. **Strengthening inter-institutional coordination and local governance for sustainable land management in the presence of climate variability and climate change.** To this end, it was proposed to improve local capacity to undertake concerted actions to address the impact of climate change, prioritize adaptation interventions and mobilize the necessary funding for their implementation. This component is implemented by MARN, through the PMU and other MARN agencies linked to governance, in addition to FIAES, municipal governments and local stakeholders.

Thus, MARN is the leader and implementing partner of the project, which directly executes components 2, 3 and 4, through PMU and with the support of UNDP, whose role is to guarantee the proper implementation of the project to the donor. In this way, the implementation modality is national and therefore, UNDP transfers the resources to MARN for the project execution through direct payments. The Adaptation Fund (AF) is the donor of the resources through a grant in the amount of USD 7,819,818.36. The project began implementation on June 16, 2021 and is expected to be completed in February 2026.

According to PRODOC and the Inception Workshop, the project would have a Project Board (PB) made up of MARN and UNDP and representatives of the beneficiaries such as MAG, the municipality of San Francisco Menéndez and the Local Advisory Committee -COAL- of the El Imposible-Barra de Santiago Conservation Area, including the Apaneca Ilamatepec Biosphere Reserve. According to the organizational structure indicated in PRODOC, the participation of a local women's organization on the PB is missing. As per the project team, currently the PB has as local stakeholders the representatives of COAL (president and native peoples), a representative of the Municipal Government and the representative of MAG and CENTA, who are the main stakeholders.

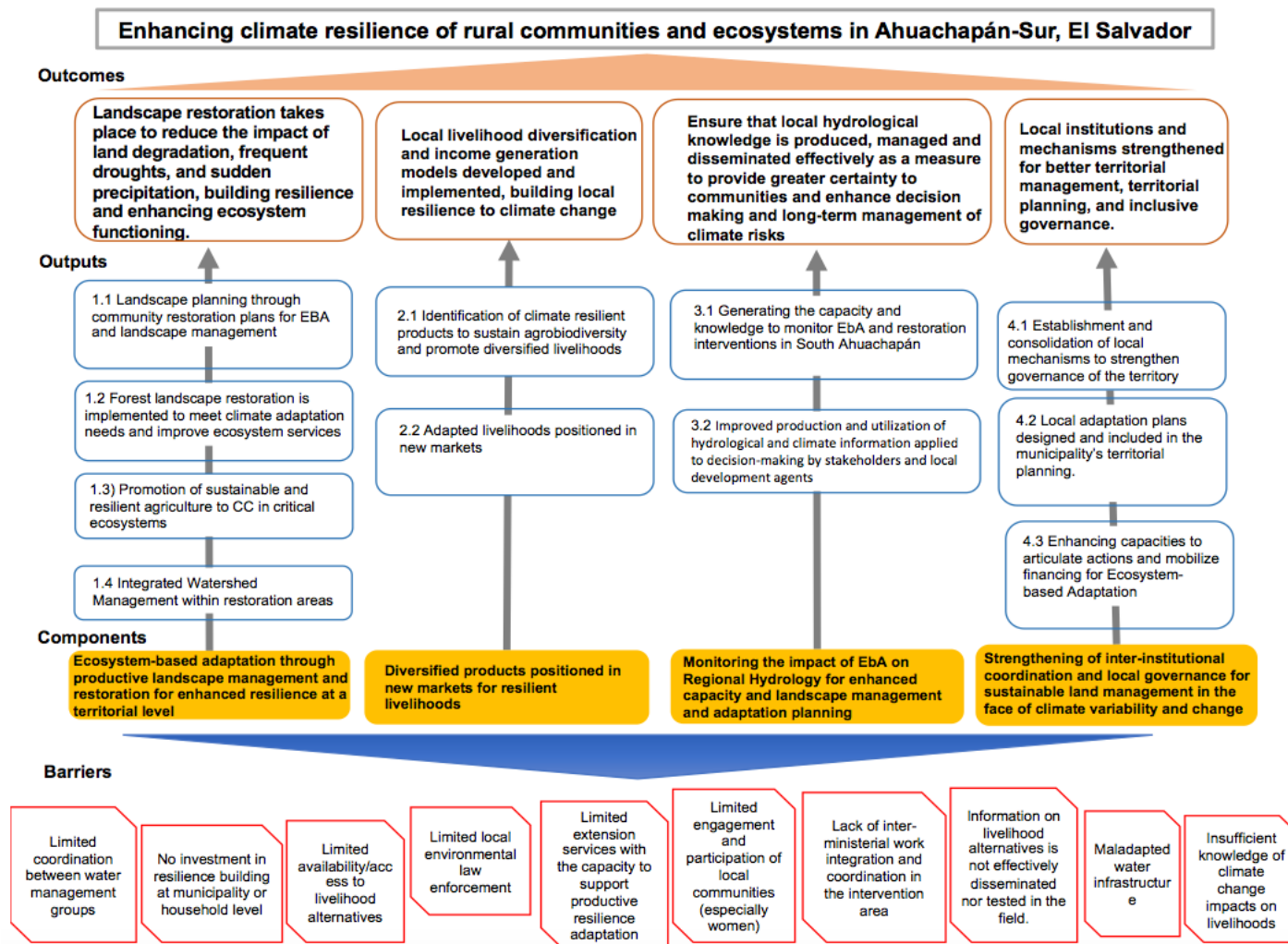
Theory of change

Figure 1 shows the project's Theory of Change (ToC). According to the UNDP Theory of Change Guide (UNDP, 2021), the RMT is a good opportunity to review the project's ToC. In this regard, the inclusion of

key elements of the project strategy in the ToC is recognized. An area for improvement would be for the ToC map or diagram to indicate more clearly how the changes will be made in order for the project to meet its objective. In accordance with the guide, to develop a ToC, a problem tree should be drawn up in which three levels of causes are identified: immediate, underlying and structural causes, and these should then be converted into a tree of solutions. Thus, the solutions should be presented at different levels, showing a logical flow of changes. The project ToC does not clearly reflect this logical flow of changes. For example, Figure 1 shows that for Component 1, one of the last changes to be achieved is to have community restoration plans, when it is considered that plans should be one of the initial changes to be achieved in order to have restorations that contribute to climate change adaptation, which happened in practice.

The guide also points out the differences between a Results Framework and a ToC. In particular, it indicates that the Results Framework in the Project Document reflects the changes that are expected to occur, for which the indicators and targets in the Framework will account for their achievement. The ToC, on the other hand, reflects the broader project logic of how and why changes occur. Figure 1 reflects rather the project's Results Framework.

Figure 1. Project Theory of Change



Source: PRODOC.

4 Findings

4.1 Project strategy and design

4.1.1 Project design

RELEVANCE AND COHERENCE

The project began implementation in a different context than when it was formulated. In June 2019, a new government came to power and has been implementing refounding policies, resulting in a new dialogue between the government and the United Nations, which, according to interviews and documentary evidence, has taken time. The new government has also brought with it an adjustment of the institutional framework, which has led, at first, to the change of officials, and as the government has been established, to the enactment of new laws, such as the Public Procurement Law (Government of El Salvador, 2023a), that has required time for MARN to apply, and the Special Law for Municipal Restructuring (Government of El Salvador, 2023b), which will reduce the number of municipalities from 262 to 44, impacting the targets of 5 indicators of the project's Results Framework. The COVID-19 pandemic, declared in March 2020, also had a significant effect on the project, according to interviews with different stakeholders, by delaying contracting and socialization of the project in the areas to be intervened. Overall, these changes in the context have contributed to the project's delays in obtaining its results.

According to the documentary review and interviews, the project maintains its relevance for the country, as it is aligned with strategic policy instruments updated by the current government. In particular, it is aligned with three components of the National Climate Change Plan 2022-2026 (Government of El Salvador, 2022), which deal with the restoration and conservation of priority ecosystems, the transformation of agricultural practices, and the management of water resources, for climate change adaptation and mitigation. It is also congruent with the National Climate Change Adaptation Plan (Government of El Salvador, 2019) and its strategic lines on water and food security and biodiversity. In addition, it is aligned with the Nationally Determined Contributions, updated in 2021, for adaptation in the agricultural, biodiversity and ecosystems, and water resources sectors (Government of El Salvador, 2021a). In particular, it is consistent with the National REDD+ Strategy MbA Ecosystem and Landscape Restoration (Government of El Salvador, 2017a) and its Action Plan 2018-2022 (Government of El Salvador, 2017b).

These policies are consistent with the Institutional Agro-environmental Strategy of the Ministry of Agriculture and Livestock (MAG), announced in 2021, which seeks to contribute to the Agricultural and Livestock Rescue Master Plan that is based on a climate change adaptation approach to Salvadoran agricultural and livestock production (MAG, 2021). It is also consistent with the Trade and Investment Policy (Government of El Salvador, 2021b), which states that industrial and innovation policies, as well as trade and investment policies have as their broad objective the sustainable development of the country.

While there has been a change of context during project implementation, the project strategy and underlying assumptions remain valid, due to the relevance and coherence of the project in the current

context of the country. It is appropriate to note that in February 2024 there will be national elections, which could change the current relevance and coherence of the project.

Design

The project strategy is robust and logical as it has a solid technical foundation based on the Ecosystem-based Adaptation (EbA) approach, which offers comprehensive and simultaneous measures to address the social, economic and environmental problems identified during project conceptualization and reflected in the four project components. The strategy was also refined and complemented through a consultative process that allowed the needs and opinions of various stakeholders, at the national and local levels, to be heard, practicing their **right to freely express** their opinions, and including community and women's groups, as well as representatives of indigenous peoples. Thus, both the technical rationale and the consultative process contributed to ensuring that the project offered the most effective route to achieve its outcomes and objectives. In addition, the project design partially took into account lessons learned from other projects that failed to link sustainable production options to relevant markets.

It would have been desirable for the strategy to ensure the implementation of the market studies to be developed, since it only involves holding workshops and events to begin to establish links between producers and the market. However, the project is currently reevaluating this part of the strategy to make changes in the way it could be carried out. In particular, the project is analyzing the feasibility of applying the UNDP initiative called "Growing with your business", which would effectively meet the expected outputs and would even address the observation made above, since it would go as far as the implementation of the market studies and its follow-up, therefore is considered to be a positive change. There are only two observations in this regard, one is that the initiative does not emphasize support for products that are resilient to climate change, and the second is that it is uncertain at this time whether the resources available for this product will be sufficient to successfully implement the initiative.

It is appropriate to mention that the consultative process developed also allowed for the development of the stakeholder engagement plan and the gender plan, as well as the proposed procedure for addressing complaints and remedying grievances. In particular, the gender plan included the proposal of indicators to measure women's participation and the benefits that the project would generate, as well as a budget allocated for this purpose.

With respect to the project design, some areas for improvement were identified as a result of the audit carried out at UNDP El Salvador in early 2023. The audit found inadequate use of the Low-value Grants Scheme by the office in this project. This was due to the fact that the management arrangements established in PRODOC did not indicate the appropriate mechanism for transferring funds to FIAES, nor did they indicate the provisions of the scheme that would apply to FIAES for awarding grants to beneficiaries. It is important to mention that the UNDP Low-value Grants policy was updated in June 2020, which introduced the figure of "On-granting", and establishes that Responsible Parties (e.g. FIAES) may provide a maximum amount of USD 60,000 per individual grant and a cumulative total of USD 120,000 over the program period to a single beneficiary. These amounts are lower than those that were in effect when the project was designed, and therefore represent a current challenge for project implementation. In this regard, FIAES has expressed the technical, operational and financial unfeasibility

of meeting these budget caps, and therefore it will be necessary for the project to make adjustments to the project management arrangements to comply with the current policy².

With respect to the gender plan and based on the interviews and document review, it was found that the plan was not based on a robust diagnosis to identify gender gaps specifically linked to project activities, thus there is no clarity in the actions to be implemented to reduce the gaps and ensure an equitable distribution of project benefits. Limitations were also found in the number of staff assigned to the PMU, which has been insufficient to carry out a continuous and effective field work, and to provide complete and effective monitoring of the project. The lack of coordinators for components 2 and 4 was also identified. This issue is addressed in greater detail in the section on Management Arrangements.

4.1.2 Results framework

The vertical logic of the Results Framework is recognized as the proposed outputs are appropriate to meet the expected outcomes, which, in turn, contribute directly to the fulfillment of the project's objective. The inclusion of indicators and targets with a gender focus is highlighted, although these could be strengthened based on the gender diagnosis that is expected to be carried out as part of the project activities.

Some areas for improvement in the Results Framework are: i) the lack of mid-term targets to assess in a more accurately way the project level of achievement during the RMT; ii) the description of the outputs of Outcome 2 does not clearly reflect what is described in the project strategy. For example, the description of Output 2.2 does not state that the technology packages should be applied; iii) the outputs are not described or, in some cases, the description is included in the indicator column; and iv) some indicators are not SMART, therefore there is an opportunity to improve their clarity and practicality. Appendix 7 presents the specific observations on the indicators.

As mentioned in the section on Relevance and Coherence, there will be an inconsistency in the Results Framework when the municipal restructuring comes into effect, as indicated in the Special Law for Municipal Restructuring, since the municipalities of San Francisco Menéndez, Jujutla, San Pedro Puxtla and Guaymango will become districts within the Municipality of Ahuachapan Sur, and Tacuba, which was incorporated into the project intervention area, will become a district within the Municipality of Ahuachapan Centro. The restructuring will take effect on March 3, 2024³. Another inconsistency in the Results Framework is that it mentions cooperatives, when most of the groups currently identified by the project are associations.

Also, in the interviews with several stakeholders, it was mentioned that the cost of inputs to carry out the restorations would increase, which would mean that the outcome and output targets related to the coverage of areas under restoration may not be achievable. With the exception of this outcome, all other outputs and outcomes are considered achievable.

² According to FIAES, contracts with these caps would have to be short, which would not allow for the establishment and monitoring of the restoration units; approximately 20 entities would have to be contracted and in the intervention zone there are not that number of entities with the capacity to do the work, and it would require more time and resources.

³ The following outputs/indicators/targets will be under such inconsistency: fourth indicator of the objective; the target of the second indicator of Output 3; the target of Output 3.2; indicator and target of Output 4 and Output 4.1, and the target of 4.2.

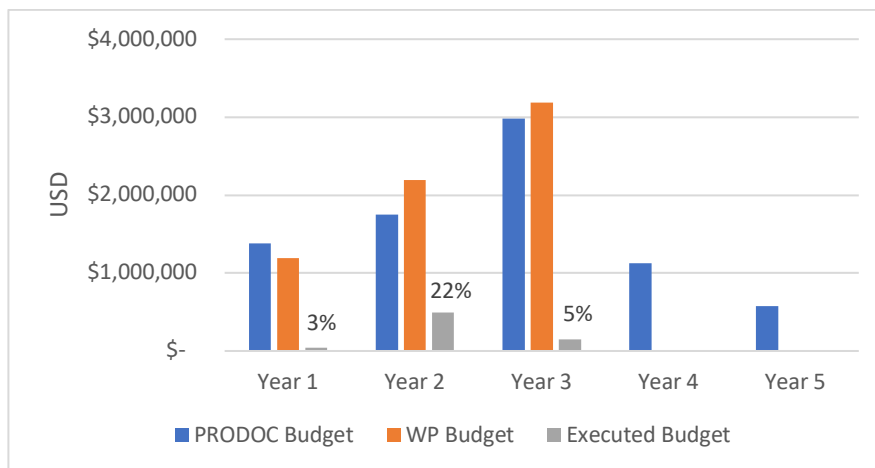
4.2 Project implementation

EFFICIENCY

4.2.1 Finance

According to the data provided by UNDP, as of September 2023, USD 684,240.6 had been executed, which represents 8.8% of the total project budget, after two years of execution. Considering that in 2022 and part of 2023, FIAES has self-financed its activities for an amount of USD 750,000, the payment of which is still pending, there would be an execution of 18%. As can be seen in Figure 2, the project has not executed the budget in accordance with the PRODOC, but more importantly, it has not been able to execute the budget in accordance with what is planned each year. This translates into a budget under-execution, which was 3% in 2021, i.e. only 3% of the budget planned in the Work Plan (WP) was executed and 22% in 2022. In year 3, up to September 2023, an execution of 5% of the planned budget is reported.

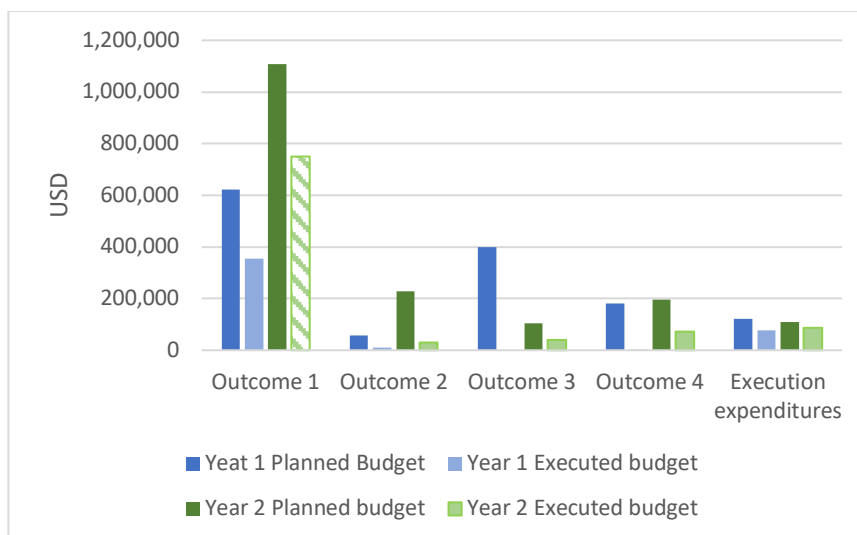
Figure 2. Planned and executed budget by year



Source: Own elaboration with data from the Combined Statement of Expenditures (CDR)/UNDP.

Regarding budget execution by outcome (Figure 3) and according to the information reported in the Project Performance Report (PPR), from July 2021 to June 2022, the substantive progress is seen in Outcome 1, linked to restoration and productive management and executed by FIAES, which had a quick start, executing 57% of the budget planned in PRODOC for that year. Although for the second year (July 2022 to June 2023) its payment has not yet been authorized, but it reports self-financing of USD 750,000, equivalent to 68% of the planned budget. The other outcomes have a very low budget execution, which ranged from 0 to 16% in year 1 and from 0 to 37% in year 2. This also explains the project's significant delay in achieving its results, considering that it has been underway for a few more than two years. Execution expenditures have ranged from 63% (USD 77,148.2) to 80% (USD 87,785.6) of planned PRODOC expenditures. These expenditures are recurrent costs of the project.

Figure 3. Planned and executed budget by outcome and year



Source: Own elaboration with data provided by UNDP with date up to June 2023.

According to the interviews, 4 budget revisions have been carried out, 3 of them have been on a routine basis to enable and review the budget annually, and the last one was carried out to assign UNDP the purchase of the meteorological and hydrological stations, which is considered appropriate given UNDP's experience in this type of international tenders.

Regarding the sufficiency of funds, FIAES has reported to the PB on the increased costs of restoration, which range from 10 to 37% per hectare restored, depending on the restoration technique. This increase is due to: the additional practices that have to be applied to deal with droughts; the additional transportation costs to reach the communities; the increase in the cost of labor from US 8 to US 10; and the competition with other initiatives to purchase plants.

Based on the documentary review and interviews, it was found that the project has provided due attention to the management of funds. In particular, UNDP has applied the controls to the MARN, as required by the Operational Framework for Cash Transfers to Partners, by the United Nations agencies (Harmonized Approach to Cash Transfers -HACT-). In 2020, a Spot Check was conducted and in 2022 a micro-assessment was performed. The results of both exercises concluded that MARN's internal control has a low risk, although in particular the supervision and monitoring that MARN performs to other implementing partners (e.g. FIAES) was identified as a moderate risk.

A Spot Check was also performed in 2022, which focused on the project's executed transactions and its internal control system. This verification rated the internal controls used in the registration and custody of assets and in the processes carried out by MARN as partially satisfactory⁴. With respect to assets and based on interviews with different stakeholders, it is important to mention that the need to strengthen the PMU on the administrative processes dictated by MARN for the registration of fixed assets and the

⁴ This qualification derived mainly from the lack of a receipt with evidence of reception for the payment made to FIAES, as well as the lack of justification for the lease of a vehicle.

procedure to be followed for equipment purchased by the project was identified⁵. UNDP was also audited in September 2023, and issued a recommendation for priority attention to adequately apply the Low-value Grants Scheme.

Given that the project implementation modality is national (NIM) with support services provided by UNDP, UNDP manages the project resources and is responsible for the payment process derived from its execution (each payment to be made must be certified by MARN), among other services. For its part, MARN, through the PMU, is responsible for the financial management of the project and supervises financial expenditures against the project budget. It is considered that the PMU applies the required controls (e.g. basing planning on updated budget execution data) for adequate planning and budgeting of activities, since planning is not far from what is indicated in the PRODOC, for a project of just over USD 7 million, which has to be implemented in 5 years. The challenge lies in the limited operational capacity of the project. As a control, UNDP also prepares an official statement of expenditures that is shared with MARN for conciliation with PMU data.

EFFICIENCY

4.2.2 Management arrangements, including UNDP oversight and implementing partner execution

According to the desk review and interviews, the management arrangements contain almost all of the relevant staff and entities for the proper governance and execution of the project. Also, the lines of authority and responsibility are clear among the entities. The arrangements would have been benefited by a specific description of the role that the National Project Directorate or Project Executive (PE) and the PMU should have (this issue is addressed in the performance analysis for each instance). According to PRODOC, monitoring is mainly the responsibility of the PMU; however, given the size of the project and the amount of information it generates, it is considered that the PMU should have had a specialized person to support this task. Also, there is a lack of local technical staff to support the project with the follow-up of actions in the field. It would also have been important to include a DOA representative in the organizational structure of the project under the coordination of the PMU⁶. While in practice there is fluid communication between the DOA and the PMU coordination, this is mainly focused on management activities or workshop coordination, but the PMU does not have the details of the DOA's technical work, which is considered to limit communication and follow-up of the project and prevents the PMU from having a complete view of the activities of the 4 project components to identify and promote synergies among them. The structure also needs to reflect the presence of the project's administrative assistant.

Another opportunity to strengthen project management arrangements lies in the need to designate coordinators for components 2 and 4. According to PRODOC, the role of the Community Liaison Officer and the Governance Coordinator is to have a cross-cutting impact on all 4 components, which is why

⁵ According to interviews and consultations, the PMU requested the registration of the equipment of the meteorological and hydrometric stations as fixed assets to MARN. However, according to the Agreement between UNDP and the AF, equipment purchased with project resources can only be transferred by UNDP once the project is completed, so the equipment cannot currently be registered as a fixed asset of MARN.

⁶ This coordination of the PMU with DOA is mentioned in the PRODOC, but was not reflected in the organizational structure of the project.

both are located within the budget of component 4. Given this need, in practice the Liaison Officer is responsible for coordinating Component 2 and the Governance Officer coordinates Component 4.

Composition of the Project Board (PB) allows almost all of the relevant project stakeholders to be represented and participate in the project's strategic decision making, exercising **their right to freely give their opinion**, including the beneficiaries through the Local Advisory Committee (COAL) and a representative of the municipal authority of San Francisco Menéndez; although a local women's organization has yet to be included, as provided for in PRODOC. According to the documentary review, to date there have been three annual meetings of the PB in which its representatives have approved the project's work plan and budget. The participation of women in the meetings has been between 39 and 43%, which indicates **an almost equal representation**, including women at strategic levels (e.g. the President of COAL). While the PB minutes report that priority issues were addressed, such as the low budget execution and the effect of climate change on the restoration process, the meeting agreements do not reflect strategic and timely decision making for the implementation of measures to address these issues, i.e., this forum has not been used to discuss and make relevant decisions for the proper conduction of the project towards its results. To date, the Technical Advisory Committee is in the process of being set up, which would provide another forum for discussion and technical coordination of project activities.

PMU Performance

According to PRODOC, the PMU is composed of 5 members: a person in charge of Unit coordination; a Community Liaison Officer; a Governance Coordinator, a FIAES Restoration Coordinator and an administrative assistant. Thus, the PMU has 40% women and 60% men, which is considered an adequate participation of women and men, with a woman in charge of the Unit. The technical staff of the PMU is experienced in environmental issues, some of whom have previously worked for MARN and are therefore aware of its operations. Some also have extensive knowledge of the project intervention area and their work in socializing the project is recognized by local stakeholders. In addition, the PMU has developed an administrative and operational manual to guide its work in this area.

As mentioned in the previous section, PRODOC does not describe the specific role that the PMU should have; however, the PMU Coordination would be expected to perform strategic coordination and day-to-day management of the team for the adequate execution of activities and budget; to verify the technical robustness of project activities and reports; and to have expert knowledge of climate change adaptation, which, according to the interviews and desk review, was identified as limited. It is noteworthy that the Coordination does not hold planning or technical follow-up meetings with the entire PMU team, including the FIAES component 1 coordinator and a DOA representative⁷, which indicates that decision making does not stem from a nurtured discussion among the team or from a comprehensive vision of the project, which limits timely and adequate decision making.

Regarding project administration by the PMU, the financial management of the project and the administrative contributions made (e.g., the administrative and operational manual and the financial monitoring of FIAES) are recognized. It is also recognized that, given the financial under-execution of the

⁷ The planning of activities and their follow-up is carried out exclusively with the people responsible for components 2 and 4, through a weekly work plan that is received and fed back mainly by e-mail and verbally. It was also indicated that meetings are held every month or every two months to review financial progress. The Restoration Coordination and DOA do not participate in planning or follow-up meetings.

project and the information obtained through the different interviews conducted, these actions have been insufficient to contribute to improve the operation of the project. The operation of a project of this magnitude faces constant challenges to effectively and timely comply with the regulations of two complex entities such as UNDP and MARN.

Based on the interviews, it was identified that the PMU needs to strengthen its capacities to address gender and vulnerable groups. This strengthening is expected to be derived from the guidance provided by the UNDP gender specialist, and from the support that will be provided through the hiring of a specialized person to reinforce and implement the gender plan.

In addition, based on the interviews and desk review, a limited field presence of the PMU was identified, as well as a lack of follow-up on activities proposed to beneficiaries and the lack of systematization/documentation of some of the progress achieved, mainly in Component 4. In addition, as mentioned above, there is a lack of local technical staff to support the field work of components 2 and 4⁸. The ToR for the hiring of 2 technicians to support these tasks are available, but a year after their drafting, they are still under technical, administrative and legal review, as part of MARN's internal control. The project does not have vehicles assigned to components 2 and 4 to support their mobilization⁹, therefore 2 vehicles have to be rented every week with some restrictions that prevent efficient mobility to the intervention area¹⁰. It is only this year that the project will be able to count on a field office to facilitate its work. Overall, these challenges have also contributed to the delay in project implementation.

MARN Performance

Through the micro-assessments conducted to the MARN in 2018 and 2022, together with the spot checks carried out in 2020 and 2022 by UNDP, the solidity of the internal control and the capacity of the MARN to execute a project of this nature and size has been demonstrated. In particular, within MARN's General Directorate of Ecosystems and Biodiversity (DEB) is the National Project Directorate or Project Executive (PE). This Directorate is responsible for supervising the execution of the project, and technically reviewing the outputs generated, as well as supervising field activities, with the support of two technicians from the DEB. As mentioned at the beginning of this section, PRODOC did not include a specific description of the role that the Directorate would play. Based on the experiences of other successful direct implementation projects, the Directorate should carry out the strategic direction of the project, through regular planning and follow-up meetings, which would allow for more comprehensive and focused decision making, in which there is an opportunity for improvement¹¹.

In the MARN, an opportunity has been observed to clarify and streamline the administrative processes for the procurement of goods or services required by the project, as well as to reduce the time required for these processes. For example, important delays have been identified in the approval of terms of

⁸ The project is supporting the strengthening of local entities, however, these actions are not being documented to better understand their purpose, progress and scope.

⁹ According to the interviews, MARN offered its vehicle fleet to support Components 2 and 4, which was not included in the PRODOC; however, MARN currently has a deficit in its vehicle fleet and cannot assign vehicles to these components.

¹⁰ The leasing company only allows refueling in San Salvador, which means that the technicians have to return to San Salvador every time they need to refuel.

¹¹ In the interviews it was reported that the Directorate holds meetings with the PMU to discuss priority and/or specific project issues, without a defined periodicity.

reference (ToR) for the contracting of technicians that will support the execution of various project components, due to legal and technical reviews that require time to be validated. Currently, there are several ToRs in the approval process since 2022. In addition, MARN must sign all payment certifications, and certifications over USD 10,000 must be verified and undergo the required processes, which increases processing times. A need was also identified to define the formats and/or structure of the reports or products generated by the project in order to streamline and facilitate their review and approval. This overall situation has also contributed to project delays. Regarding MARN's capacities to support the implementation of the gender plan, it is appropriate to mention that the entity has a Gender Unit. This Unit plays an advisory role in the incorporation of the approach within MARN. So far, the participation of this Unit in the project has been limited, and therefore there is an opportunity to increase its involvement and take advantage of its experience in the following stages of the project.

UNDP Performance

Based on desk review and interviews, UNDP has accomplished its oversight role of the project at the three established levels¹² and has provided the support services committed in the Letter of Agreement with MARN. As part of the supervision carried out, it has raised red flags to address the low financial execution of the project, through a mission of the Regional Technical Specialist in June 2023 and the holding of a high-level meeting between UNDP and MARN in August 2023. This meeting resulted in an agreement to strengthen the PMU as a priority measure to accelerate implementation, and close follow-up by the Minister's legal advisor. In addition, UNDP, through its gender specialist, has assisted the project to significantly strengthen gender mainstreaming in the project. In addition, UNDP has implemented and will implement adaptive measures described in the Adaptive Management section.

The areas of improvement identified for UNDP include the time it took to migrate its informatics systems for the implementation of its new Recruitment and Selection Policy for the hiring of staff, which generated delays in the recruitment of PMU staff (the staff was hired between February and September 2022). Also, in January 2023, UNDP changed its platform for service providers (from Atlas to Quantum), which has also caused delays in the operation of the project. Furthermore, the bidding process for the purchase of the meteorological and hydrological monitoring equipment was also very time consuming and took more than a year¹³. Currently, the Letter of Agreement between UNDP and MARN is in the process of being modified in order for UNDP to hand over responsibility to MARN for the hiring of PMU staff. It would be expected that direct technical and operational supervision of the PMU by the UNDP office in El Salvador would support a better execution of the project, however, this support has not yet had the necessary incidence and has required a reinforcement within the office.

4.2.3 Adaptive Management

¹² A first level is the direct supervision by a technical and operational officer from the office in El Salvador, a second level is performed by the Regional Technical Specialist and a third level is performed by headquarters.

¹³ The time invested was counted from the time UNDP El Salvador received, from MARN, the technical specifications of the equipment to be purchased, in April 2022, until MARN received the equipment at its facilities in September 2023. It was commented in the consultations that the process was complex due to the fact that parts were purchased to assemble the stations.

As mentioned in the chapters on Management Arrangements and Progress Towards Results, the project faces multiple challenges of various kinds and adaptive measures have been implemented to address them, such as increasing UNDP meetings and interaction with the PMU to try to strengthen its performance. Meetings between MARN and UNDP have also been increased to address the observations of the audit conducted on UNDP, which were mentioned in the Design section, regarding non-compliance with the Low Value Grants Scheme. After discussing various scenarios to address the observations, a new management arrangement was agreed upon whereby MARN delegates to UNDP the contracting of FIAES and, therefore, UNDP assumes responsibility for overseeing the work of FIAES and being accountable to MARN in this regard, while still guaranteeing its independence in overseeing the project. In turn, MARN maintains full programmatic responsibility for the project and its results. One of the adaptive measures that is in the process of being implemented is the non-renewal of the contract of the person coordinating the PMU, which ends in December 2023.

In view of this scenario, another adaptive measure in process is the temporary hiring by UNDP of a person specialized in project management and with knowledge of MARN, to accelerate the operational and financial execution of the project, with an emphasis on supporting UNDP in addressing the observations made by the audit, and the transition of the staff that the PMU will have. In addition, UNDP is taking actions to strengthen the direct technical and operational supervision of the project.

So far, the Results Framework has not been modified. It was only reviewed during the project inception workshop and its content was validated. It has been used to guide project management.

ECOLOGICAL SAFETY AND SUSTAINABILITY

4.2.4 Risk management, including social and environmental standards (safeguards)

According to the document review, seven risks were identified in the project formulation phase, which are considered the most important and appropriate, and have been followed up on in the PPR and the PB. There are only observations on two of them. The risk of affecting the project's outputs, which are sensitive to the occurrence of extreme weather events, was rated as low in the PRODOC. This qualification is considered not very accurate given that one of the reasons why the Ahuachapán Sur area was selected was due to its extreme climatic events, such as drought, and therefore it was to be expected that such events could occur during project implementation, as has occurred. Currently, the effect of climate change on the establishment of the restoration plots is increasing the costs of implementation, as additional material is being purchased (e.g. vegetative material to retain moisture in the plants) for the restorations to be effective. In this regard, the risk category should have been medium to high. Also, it is considered that the measures proposed to mitigate the risk were general and did not consider, for example, this increase in costs, which was also noted during the Project Inception Workshop.

The other observation concerns the risk of delays in project implementation due to a change of government. As has occurred, changes in government may not only generate delays, as only indicated in PRODOC, but also structural changes in the country and in government priorities, which may affect the project's goals. In this case, the issuance of the new Special Law for Municipal Restructuring should lead to an adjustment of the Results Framework to reflect the new municipal structure that the country will have.

During the evaluation mission, additional risks were identified related to the lack of the second disbursement to FIAES and the lack of signature of the MARN-CENTA Cooperation Agreement. Both have begun to cause discontent among the beneficiaries due to non-compliance with commitments (e.g. donation of tools in the case of restoration, and suspended work in the construction of local seed banks). The risks would be the lack of participation of beneficiaries in the project and the loss of credibility in institutions such as MARN, CENTA, FIAES and UNDP. Likewise, the lack of FIAES resources could affect the effectiveness of the restorations due to the suspension of work caused by the shortage of resources and the importance of the time frame in which they have to be carried out. The contracted associations could also sue FIAES for non-compliance with the signed contract. There has also been no continuity in the inclusion of the gender approach by the PMU (e.g. only one session of the UNDP course on project management with a gender approach was given), which could also contribute to the lack of credibility.

Regarding compliance with the Environmental and Social Management Plan, it is important to mention first of all that no negative social or environmental effects generated by the project were recorded during the evaluation mission. According to the project's progress, compliance with this plan is identified, since most of the mitigation measures are included as activities or outputs of the project, thus ensuring compliance. For example, in order to avoid a possible restriction of access to natural resources by the communities and to ensure their participation in decision-making that could affect them, 65 community plans were developed jointly with the community. For the preparation of these plans, an open call for proposals was issued **to allow for an impartial and fair distribution of benefits in the community, without discrimination or favoritism**. Likewise, to avoid the exclusion of marginalized groups during project implementation, the stakeholder mapping was updated.

In particular, during the Project Inception Workshop, 2 additional risks were identified related to the potential exclusion of vulnerable groups such as indigenous communities located in the municipality of Tacuba, and an incomplete watershed approach since the project does not include part of the upper watershed also located in the municipality of Tacuba. In response to these potential risks, the project has included the municipality of Tacuba as part of the project intervention area and the Consejo de Pueblos Originarios Pre Maya de Tacuba as part of the relevant project stakeholders, which contributes to the fulfillment of their **right to identity**.

While the project is promoting the participation of women in the project (e.g. in the calls for proposals and contracts signed with the associations responsible for the restoration), as mentioned in the Design section, the gender plan developed during the formulation of the project needs to be strengthened with a diagnosis that specifically reflects the gender gaps linked to the project activities and specific activities can be established to address them. Therefore, it is uncertain at this time whether the gender indicators included in the Results Framework can be achieved. One woman interviewed mentioned "Since my husband and son were already participating, I reserved myself [in not participating in the project], besides, I would not have been able to make the refreshments [for the community participants in the project]", which reflects a gap in accessing project benefits (e.g. training) and reiterates the "caretaking" role of women. Undoubtedly, the elaboration of the snacks represents an economic benefit; however, this benefit does not represent a strategic action. The project foresees hiring a person specialized in gender to carry out the diagnosis and identify the gaps and implement the necessary actions to address them, which would contribute to the fulfillment of the gender indicators.

4.2.5 Project-level monitoring, evaluation and reporting systems

According to the interviews and documentary review, project monitoring is carried out through the annual work plan, which includes the monitoring plan (that is basically the Results Framework) and the Project Progress Report (PPR), which is prepared annually and complies with the requirements of the AF. Through the PPR, the gender plan is followed up and lessons learned are systematized. Only the PPR for year 1 (June 2021-June 2022) was reviewed and considered, as the PPR for year 2 was in draft stage and some inconsistencies were found in its content. In addition, the PMU has shared a format with FIAES for recording gender statistics, and a project budget execution report is prepared with a budget distribution disaggregated by women and men. This disaggregation is based on the attendance lists of project events, which should be reviewed, as attendance at training or informational events may not *per se* represent that people are receiving a benefit from the project.

In particular, it was informed that a monthly progress report on components 2 and 4 is prepared and submitted to MARN. FIAES carries out a detailed monitoring of its activities at the level of community restoration plots with polygons in a Geographic Information System (GIS) and a map of the location of the plots/beneficiaries, which is not yet linked to a national monitoring system. In accordance with the interviews, this monitoring will be complemented by measuring the effect of the restorations using a methodology of the General Directorate of Environmental Evaluation and Compliance (DEC) of MARN. The DEC and DEB of MARN and FIAES are expected to participate in this work. This monitoring is considered valuable and essential to ensure the sustainability of the restorations. The area of improvement identified for this monitoring is the lack of involvement of the DOA in this work, as it has monitoring actions planned as part of the project activities for the same purpose. In addition, the technical requirements of the DEC methodology and the scope of its application have not yet been analyzed, taking into account the technical and financial resources available to the project and the existing community resources (e.g. networks of climate observers). There is no evidence of a specific report on the work of component 3.

Therefore, there is no monitoring tool or system in place to monitor project progress on a monthly, quarterly or semi-annual basis that would provide a complete picture of the project's status and could be shared for use by key partners. It is known that the PMU has issued alerts on delays in reporting and reporting structure by FIAES; however, a periodic and comprehensive monitoring system would allow for early warnings on all challenges that arise during project implementation and for timely decision making to address them.

PRODOC considers that monitoring should be carried out between the PMU coordination and its community liaison officer and foresees resources only for the follow-up of the stakeholder engagement plan and the gender plan, i.e. it does not consider resources for a specialized person to take charge of this highly demanding task. It also considers resources for the mid-term and final evaluations of the project.

4.2.6 Stakeholder Involvement

Based on the interviews, direct observation and desk review, it was found that the project has built direct partnerships, generated mainly by the person in charge of the PMU, which have supported the fulfillment of its activities in different ways. The project has associated with municipal governments, through their

environmental and civil protection units; in particular, the municipalities of San Francisco Menéndez and Tacuba have supported the project by lending their facilities for meetings/workshops and making the respective convocations. A representative of the municipality of Francisco Menéndez also participates in decision-making through the PB. A representative of the municipality of Francisco Menéndez also participates in decision-making through the JP. Other national government agencies, such as CONAMYPE, have shared value chain diagnostics and market analyses of horticultural products in the project's area of influence, which are used as inputs for the project. The project's association with COAL, as a result of compliance with the project's environmental and social management plan, has enabled the project to reach beneficiaries and has created opportunities for local stakeholders, including social stakeholders, government (municipalities), women, indigenous communities and youth, to actively participate in project decision making, exercising their **right to freely express their opinions** and avoiding duplication of efforts in the area. In this regard, COAL has allowed the project to relate to other initiatives being implemented in the area and to build/strengthen the social network required for project execution.

The project has also been linked with international cooperation organizations that have initiatives in the same intervention area. In particular, the project liaised with the German Technical Cooperation (GIZ)¹⁴ through the development of a training tool for the use of cameras and drones to support restoration, and the sharing of GIZ's database of restored areas. The Food and Agriculture Organization of the United Nations, through the RECLIMA project¹⁵, also shared its database of intervened areas, although further collaboration was foreseen as indicated in the Project Inception Workshop. With the International Union for Conservation of Nature (IUCN)¹⁶, the project supported the design and organization of the Workshop on Project Formulation, with the participation of women and men from local associations (e.g. Water Boards), community leaders, public officials and representatives of the Council of Pre-Mayan Indigenous Peoples of Tacuba. In 2022, the Integrated Management and Landscape Restoration in El Salvador project, financed by the Global Environment Facility and implemented by the World Bank and MARN, was launched. This project also shares part of the area intervened by the project and will include restoration in degraded areas and the development of a municipal adaptation plan, therefore the synergies that can be established are clear. So far, the project has provided logistical support for the fire management course designed by the World Bank project.

As mentioned above, the project has made open calls to promote the participation of women, young people and indigenous communities in its activities, which has had positive results. However, given the lack of a gender assessment, it is not clear what social, cultural or religious barriers might prevent women from actively participating in the project, therefore it is not possible to state that women and men are likely to benefit equally from the project. To address this situation, and as mentioned before, the project will hire a person specialized in gender to assist the project in this approach.

¹⁴ The project implemented by GIZ and FIAES was called "Ecosystem Restoration in Degraded Areas of the El Imposible-Barra de Santiago Conservation Area". The project ended in 2021.

¹⁵ The project is called *Increasing climate resilience measures in the agroecosystems of El Salvador's dry corridor*. It is a project implemented by FAO, MARN and FIAES. It is financed by the Green Climate Fund and will end in early 2024.

¹⁶ The IUCN project is called the Biodiversity Program Linking the Central American Landscape in Barra de Santiago-El Imposible. It is funded by the German government and is expected to be extended until 2035.

4.2.7 Communication and knowledge management

In accordance with the interviews and documentary review, the project has taken advantage of local platforms, which have effective convening power and representativeness of various sectors, such as COAL and the agricultural roundtables, to socialize the project, disseminate its progress and receive feedback, thus the project is visible in the intervention areas. This participation also made it possible to identify the Council of Pre-Mayan Indigenous Peoples of Tacuba and incorporate it into the project, thus **avoiding the risk of leaving stakeholders out of the communication**. As areas for improvement, it was identified that communication is not regular and is subject to the frequency of meetings of these local platforms and therefore, it is not yet possible to reach other audiences. The project has a communication strategy proposal, which needs to be reviewed by MARN and implemented.

Based on desk review, the knowledge products derived from the project are still limited. Due to the limited project staff, this has not been a priority issue. The project has carried out a study on the reevaluation of traditions through orality, which compiles the history of the native peoples of Tacuba and rescues their ancestral knowledge, which is an important knowledge product derived from the project. FIAES also produced an educational booklet on the use and management of water and the publication of a restoration success story. In the interviews, the beneficiaries of the restorations mentioned that they are likely to replicate what they learned as they have reference material to do so; however, not all the associations have produced this material, thus there are areas for improvement in documenting the knowledge.

4.3 Progress Towards Results

4.3.1 Progress towards outcomes analysis

EFFECTIVENESS

Based on interviews, direct observation and document review, Appendix 8 details the progress of each outcome and output included in the Results Framework and rates the level of achievement. Only the most relevant achievements are described below.

According to restoration actions, initiated in 466 ha with silvopastoral, agroforestry and riparian or gallery forest systems, it can be observed that progress is being made towards reducing the vulnerability of communities and natural ecosystems to the risk of drought, soil erosion and sudden onset of rainfall, which is the objective of the project. However, it was not possible to accurately measure the level of achievement of the objective, since it is in terms of the number of households that are less vulnerable and more resilient to climate change, but the project does not keep records of households but of producers who are beneficiaries of the restorations¹⁷. Furthermore, considering that this vulnerability reduction also involves improving the livelihoods of producers through access to new markets and the availability and accessibility to timely climate information, in which the project has made limited progress (as described in the following paragraphs), it is noted that compliance with this objective is still low.

¹⁷ As indicated in the Design section, this indicator has opportunities for improvement, since it is not very clear how the baseline was determined.

Returning to restoration progress, which is included in Outcome 1, it is appropriate to mention that in May 2023 restoration work began in other intervention areas (Cantones el Jocotillo and el Sacramento), which foresees an additional coverage of 1,050 ha. If this work is completed, 39% progress will be made (1,516 ha of 3,864 ha, considering the 466 ha already started) in February 2024. As reported in Appendix 8, there are barriers that may impede the expected progress in meeting the target, such as: i) the current management arrangements between MARN, FIAES and UNDP, which difficult the implementation of the Low-value Grants Scheme under the current policy; ii) insufficient resources due to increased restoration costs per ha; and iii) lack of resources due to the lack of a second disbursement to FIAES. As addressing these barriers will involve changes to management arrangements (e.g. UNDP contracting FIAES) and a substantive budget revision, it is considered likely that this target cannot be met in the remaining time of the project. Regarding the increase in restoration costs, an area for improvement was identified to make a more effective distribution of the plants used for restoration, since in the interviews some beneficiaries of the second call of FIAES mentioned that they were being given plants in excess or that there was no clarity about the use they would make of the plants from a greenhouse.

With respect to Outcome 2, it is worth mentioning the collaboration initiated with the National Center for Agricultural and Forestry Technology (CENTA), for a joint work in the creation and operation of 34 community seed banks, in which progress has been made in their design and training for their use. However, the construction of these banks and the strengthening of forest seed banks and the purchase of inputs and equipment was temporarily suspended due to the lack of signature of the Cooperation Agreement between CENTA and MARN, which has been in the process of being signed since the beginning of 2023¹⁸. Progress in the development of technology packages for 6 climate-resilient practices/products is focused on the identification of promising technologies and their implementation conditions, as a result of the project's participation in the agricultural and livestock development roundtables, which will serve as inputs for the development of the technology packages. Thus, the project has established an important link with the National Commission for Micro and Small Enterprises (CONAMYPE). There is also a ToR to hire a consultant to make more substantial progress on this product.

Regarding the development of three market studies, there is a ToR proposal to conduct a market study and determine the status of some agricultural products, which is under review. At the time of the evaluation, consultations were underway with UNDP on a possible change to the approach to this output using their "Growing with your business" initiative, therefore the majority of work on this output has been put on hold for the time being. In this regard, the main barriers that are preventing more substantive progress in this Outcome are the administrative processes for the review and approval of the ToR, the lack of clarity about the way in which the market studies will be carried out, and the lack of signature of the agreement between MARN and CENTA. Given this uncertainty, there is not enough information to determine if the target will be met in the remaining time of the project.

Progress on Outcome 3 has consisted of the purchase of telemetric meteorological and hydrological stations (4 in total), which are in the process of being installed. There is a concept note developed in collaboration with the UNDP Innovation Lab for the research, design and prototyping of the 5 committed climate products. There are also ToRs for the hiring of technical personnel to contribute to the development of inputs to achieve the Outcome's goals. As can be seen, progress is still not very

¹⁸ It was reported during the evaluation mission that CENTA had signed the Agreement in February 2023. In December 2023 it was indicated that the Agreement had already been signed by MARN; however, CENTA requested a modification to its content, therefore the signing process started again.

substantial. The main barriers that have prevented more substantial progress in meeting the goals have been the long bidding process for the acquisition of the stations and the hiring of technicians that support and will support the monitoring and research activities. According to the interviews and considering the delay in the planned activities, it will not be possible to meet the goals in the remaining time of the project.

The main advances in Outcome 4 focus on a study on the revaluation of traditions through orality and the proposed Municipal Ordinance for the Defense of the Rights of Indigenous Peoples, which resulted from the incorporation of the Council of Pre-Mayan Indigenous Peoples of Tacuba to the project. Progress has also been made in updating the database of local actors and in strengthening certain organizations, although it is still not clear what the purpose and scope of such strengthening is, in this sense it is necessary to have a clear strategy to ensure the effectiveness of strengthening, and to document the work carried out in this matter. Thus, progress on this Outcome is also not very substantial. Among the main barriers that are preventing more significant progress is the municipal restructuring that will come into effect in March 2024, since it will imply a readjustment in the Results Framework to include the new denomination that the areas intervened by the project will have, considering that the current municipalities will become districts with different attributions and scopes than the current ones. In this regard, 5 of the targets included in this Outcome will have to be adjusted, and the restructuring will lead to a new conceptualization of the local adaptation plan. Another barrier is the lack of clarity in the strategy followed for the strengthening of local stakeholders and the concretion and effective follow-up of activities (e.g. gender workshops). If these barriers can be overcome, this output can be delivered in the remaining time of the project.

It is important to mention that, among the factors that have promoted the progress described in each of the outputs, are: i) the interest and active participation of local communities, including women's groups and indigenous communities, given the relevance of the project to contribute to cover their needs, some of them basic, such as food through agroforestry systems; ii) the strength of FIAES to self-finance the execution of some activities of Output 1; and iii) the alignment of the project's actions with the responsibilities and priorities of government entities at the national level, such as CENTA, DOA, CONAMYPE and MARN itself, and local entities such as municipalities and their Environmental and Civil Protection Units.

*Progress towards **impact** and **scalability***

Although the project has only intervened 12% of the expected area, there are indications of the impacts that the project intends to generate in the livelihoods of the beneficiaries. One beneficiary during her interview mentioned "we learn and survive, we need they grow [she was referring to the fruit trees she planted]", which contributes to their **right to food**. Another person indicated "If we all get together, we could sell them [referring to the fruits they will harvest], we are not going to eat everything.... we will get better with a little extra money", and the daughter of a beneficiary mentioned "my father no longer has to go so far away to get water [for his plot]", which contributes to **their right to food and an adequate standard of living**. Thus, the project, so far, is contributing to generate or improve, through the restorations, a source of food and a possible source of income. All the people interviewed mentioned that the project has generated positive benefits for them and none negative, which has promoted project ownership. Six of the seven groups of beneficiaries interviewed indicated that they had previously

participated in other development projects¹⁹, therefore, in general, they showed sensitivity towards the importance of these actions also to improve the environment and climate. On the other hand, one person, interviewed from the Agua Fría area, mentioned that it was the first time she had been included in a project, and according to the interviews with the implementers, it was also indicated that other projects had not reached that area due to its remoteness and poor accessibility, which indicates **the level of inclusiveness of the project**.

Given that the project is addressing basic needs, such as food, and considering the degree of ownership shown during the interviews, especially of the fruit trees and their crops, the project is expected to contribute to the development of the communities in the future. The project is also generating global environmental benefits such as the reduction of greenhouse gas (GHG) emissions through CO₂ capture in the restored areas, although this effect is not being measured.

The project's promotion of the participation of women and young people is also having an impact on these groups. For example, in the *cantón* of Sacramento, five female promoters and one young male promoter have been hired and receive a monthly salary for their work. The women promoters interviewed in that *cantón* mentioned that they liked the fact that they were taken into account, one of them mentioned: "I have always been shy, now I am organizing [to the members of her community who participate in the project], I am no longer so shy". The mother of a young beneficiary also indicated: "[the project] keeps the youth busy, it has changed his interest.... it has been a push for him". As a result of a course session on project management with a gender perspective, the women interviewed indicated that this session was important as it helped them to regain their value as organized women.

With respect to the indigenous peoples, who were identified and included during project implementation (contribution to the **right to identity**), positive effects were also identified. In particular, it was mentioned that given the recognition provided by the project, the indigenous communities have become aware that the work they do is important and that there are people who appreciate what they do, which has translated into a greater commitment from their field school at the center for research, arts and ancestral sciences.

This demonstrates the enormous potential that the project has to generate well-being for these vulnerable groups as well.

According to PRODOC, scalability is expected particularly from the application of the technological packages that will be developed to strengthen the livelihoods of producers. However, there is still no substantive progress in this regard to provide further elements to deepen the analysis. The replicability of the good practices taught in the agroforestry systems, including the elaboration of bioinputs, is considered possible, given the degree of ownership that was observed during the evaluation mission, since the bioinputs have been used in other areas, or the knowledge has been passed on to people nearby. However, some aspects should be considered to ensure the replicability of the practices. For example, some of the people interviewed mentioned that they would not be able to buy the mineral salts on their own, due to lack of resources, to re-elaborate the bioinputs; on the other hand, some lack printed material that would allow them to remember the practices.

¹⁹ According to the data reported by FIAES, of the total number of beneficiaries, 236 people have previously received support from other initiatives, and 47 people have only received support from the project.

5 Conclusions, recommendations and lessons learned

5.1 Conclusions

C1. The project's potential to generate wellbeing in the communities involved and future development benefits is reaffirmed.

Although progress in restoration is still limited, its effects can already be registered by contributing to improve or generate food sources, and to visualize possible sources of additional income from the sale of surplus food produced. The beneficiaries interviewed recognize the positive benefits generated by the project and visualize an improvement in their quality of life and livelihoods, which translates into less vulnerability to the effects of climate change.

C2. The project strategy is robust, clear and logical, and maintains its relevance and coherence for the country. Areas for improvement are identified mainly in its management arrangements, derived in some cases by the change of context, and in the valorization of the risk of climate change effects.

The project strategy is aligned with the country's environmental, climate change and development policies. The management arrangements have opportunities for change to improve project implementation. Some of these opportunities have been noted by the internal audit of UNDP. The change in UNDP policies will also generate significant changes in management arrangements to ensure the implementation of the Low-value Grants Scheme, in accordance with current regulations. In addition, the risk of climate change effects on the project should have been considered as high, as climate change is causing an increase in restoration costs, which jeopardizes the achievement of its goals.

C3. There are opportunities for significant strengthening of project coordination by the PMU; adaptive measures taken in this regard are ongoing.

It was expected that the PMU would coordinate the project through strategic and comprehensive project planning and monitoring, with sound team management, and effective negotiation and dialogue skills to face the challenges posed by a project of this magnitude. Given that this role has had limitations, adaptive measures have already been taken and are currently being implemented.

C4. Project leadership, expert supervision and strategic decision making have not yet had the expected incidence on the project.

It was expected that the leadership of the project by the Project Executive (National Project Directorate), the direct and expert supervision by UNDP and the strategic role of the Project Board would contribute to channeling the project towards the achievement of its objective, which has not been fully accomplished during project implementation.

C5. The operation of the project also presents opportunities for strengthening, which has contributed to a low budget execution.

Structural changes in UNDP's recruitment and supplier systems, the opportunity to streamline and clarify administrative processes for the procurement of goods and services at MARN, and an insufficient response from the PMU to handle these challenges, have slowed the project's operation, resulting in an execution of 8.8% of the total budget.

C6. The project has a low level of achievement of results, which has generated new risks.

In view of the challenges indicated in the previous points and a few more than two years into its implementation, the level of achievement of the project is still limited, with the exception of component 1 on restoration. This situation has led to new risks such as a possible lack of participation of the beneficiaries due to the loss of credibility in the project.

C7. The project has complied with the monitoring plan and with the requirements of the AF and UNDP. Areas for improvement include the need to conceptualize it as a comprehensive system and strengthen the Results Framework.

The PMU is monitoring the project based on the Results Framework and is complying with progress reporting requirements. There is a need to integrate the ongoing or future monitoring of other components (e.g. restoration effects monitoring) into a comprehensive monitoring system, and to improve the horizontal logic of the Results Framework, including the incorporation of some SMART indicators and adapt it to changes in the context.

C8. The project has contributed to the fulfillment of human rights and has incorporated the gender approach in its design, although the need to strengthen the approach in project implementation has been identified.

The project has contributed to the fulfillment of the right to food, free opinion and identity and avoided the exclusion of the indigenous communities identified during project implementation. The Results Framework includes gender indicators that will make it possible to measure the distribution of the benefits generated. The need to strengthen the gender plan and its implementation has been identified.

5.2 Recommendations

- i)** It is suggested to extend the project for an additional year with no budget increase, to allow for the changes to the management arrangements to be made and the transition of the PMU, as well as for the planning and execution of immediate actions, which will accelerate the operational and financial execution of the project and the fulfillment of its objective.
- ii)** In considering the need to strengthen the PMU, it is suggested to:
 - a) Strengthen the coordination of the PMU with a person who has extensive and recognized experience in the subject of climate change adaptation, with vast experience in the coordination and strategic management of projects of this size and with great capacity to dialogue and interact with high levels of authority.
 - b) Strengthen the PMU with a person with extensive knowledge and experience in the administrative and financial management of projects of this nature.
 - c) The new PMU coordination should evaluate the performance of the technical staff under its charge (Community Liaison Officer and Governance Coordinator) during the first three months of its inception, and make the decisions it deems appropriate.
- iii)** In order to improve the operation of the project, it is recommended:
 - a) Review and, if necessary, strengthen the project's administrative and operational manual to ensure that it accurately describes the processes to be followed for the procurement of goods and services, including both MARN and UNDP requirements. This work should be based on a

thorough analysis exercise between the PMU, MARN and UNDP to identify the steps that delay the processes and propose options to streamline them. The manual should also incorporate the structure and content of the reports to be submitted as a result of the services provided, and be distributed to those involved in the processes. The manual should be reviewed and strengthened by the administrative assistant of the PMU together with the UNDP administrator and an administrative person from MARN. The manual should be reviewed and approved by MARN and UNDP and adjusted when required. The manual would assist in clarifying the administrative processes to be followed and reduce the time required to complete the process.

- b) That MARN expedite the hiring of pending technicians and specialists, giving priority to staff that will strengthen the operation of the PMU.
- c) That MARN and CENTA expedite the signing of their Cooperation Agreement.
- d) That UNDP and MARN expedite the second disbursement to FIAES.
- e) That the PMU identify and contract a vehicle rental company that does not require refueling only in San Salvador.

iv) In order to improve the implementation and sustainability of the project, the following adjustments are recommended:

- a) The Project Executive (National Project Directorate) should hold monthly or bi-monthly strategic planning and follow-up meetings with the entire PMU team. In addition, the Project Board should strengthen its performance by discussing and analyzing project implementation more strategically and take substantive actions to drive the project towards achieving its objective.
- b) That the General Director of the Environmental Observatory designate a member of his team to act as coordinator of component 3 of the project to the PMU, and participate in its planning and follow-up meetings and in those of the Project Executive.
- c) At an extraordinary meeting of the Project Board, which could be held in late 2023 or early 2024, discuss and agree on the composition and operating rules of the Technical Committee foreseen in the project, to ensure a forum for technical and operational discussion of the project. In addition, to authorize the reappointment of the Community Liaison Officer as coordinator of component 2 and the Governance Coordinator as coordinator of component 4.
- d) That the PMU plans and implements a strategy that promotes the replicability and scalability of the project and, in the last year of execution, an exit strategy for the project is designed and implemented, which should be approved by the Project Board.
- e) That UNDP ensures the strengthening of its direct technical and operational supervision.

v) It is recommended that a substantive budget review of the project be carried out to allow:

- a) The PMU hires an expert in monitoring projects of this magnitude to unify the existing monitoring systems, strengthen project monitoring for timely decision making on project execution, and support the systematization of the information generated. This could be feasible considering that the budget for execution costs has not been used 100%. In the second year, only 80% of the budget allocated for that year in PRODOC was used.
- b) Identify possible savings in the PMU's operating expenses to ensure the sufficiency of per diems to increase the PMU's field work.
- c) That the Project Executive convene a meeting with the PMU and UNDP (considering that FIAES is represented in the PMU) to analyze the best way to address the increased costs of restoration and the implications on the caps of the amounts established in the current Low-value Grants policy, by: 1) identifying possible savings in restoration (e.g. more efficient distribution of plants)

and 2) identifying possible savings in the other components that allow a transfer of resources to component 1 without affecting its goals. For both points it will be important to consider the clear synergies that exist between this project and the World Bank's Integrated Landscape Management and Restoration in El Salvador project, which shares some of the intervention areas of this project and also includes restoration, the strengthening of local governance and the development of a local adaptation plan, for which there is also a proposal developed by UNES.

- vi)** It is suggested that the PMU review and adjust the Results Framework to:
- a) Incorporate the municipal restructuring that will come into effect in March 2024, without modifying the area covered by the project, and re-conceptualize the approach and scope that the Local Adaptation Plan should now have, considering the restructuring and the synergies with the project executed by the World Bank mentioned above.
 - b) Include the new denomination of associations instead of cooperatives.
 - c) Have SMART indicators. To this end, it is recommended to: 1) include the description of the outputs in the corresponding column; 2) strengthen the description of each output indicator, in the "indicator" column, to ensure that it is specific, measurable and congruent with its target; 3) strengthen the first indicator of the project objective to ensure its understanding and facilitate its measurement; 4) modify upwards the target of the second indicator of Outcome 2 to reflect the 65 community seed banks, which are indicated in the project strategy, and not just one bank; 5) strengthen the description of the indicators of Outcome 3 to ensure their specificity, measurability and congruence with their targets; and 6) for indicators that have more than two targets, include for each target one indicator. Some proposed modifications were made in Appendix 7.
 - d) The adjusted Results Framework should be approved by the Project Board and the AF.
- vii)** In order to determine how the methodology could be applied to measure the effect of the restorations, and what could be its scope considering the technical requirements of the methodology and the technical and financial resources available to the project and community resources (e.g. community climate observation networks) it is suggested:
- a) That the National Project Management organizes as soon as possible a series of meetings with the PMU (with the understanding that the DOA and FIAES will be included) and the Evaluation and Compensation Directorate (DEC), in order to put on the table the activities and resources, including community resources (networks of climate observers) that the project has to monitor the restorations, and to consider that the restorations already initiated do not have a baseline, which requires the methodology to be applied. Secondly, the DEC must analyze the availability of resources and define the extent to which the methodology could be applied effectively.
- viii)** In order to reinforce the inclusion of the gender perspective and have the required representation on the Project Board, it is recommended that the PMU make an open call, including selection criteria, to select a local women's organization to participate in the Project Board and that the hiring of a gender specialist to support the project in this area be expedited.

5.3 Lessons learned

- Given the importance of the Results Framework to guide project implementation and monitoring, it is necessary that it complies with the concepts and structure of a Logical Framework to ensure its

horizontal logic, and the inclusion of specific, measurable, achievable, relevant and timely indicators (SMART indicators). The opportunities for improvement found in the Results Framework made it difficult to make a more complete assessment of the project's achievements.

- Considering the importance of objectively measuring the project's achievements at mid-term, in order to provide more focused recommendations, it is essential to have mid-term goals that allow for this measurement, especially considering the scope and timeframe of this project and the fact that achievements are not always linear.
- In projects carried out in areas highly vulnerable to climate change, it is important to rate the risk of its effects from medium to high, according to the activities to be carried out, and to propose specific mitigation measures to prevent or attenuate its effects. In addition it is important to consider the possible effects of climate change on the project budget, for example, there is currently the possibility that the project will not achieve its restoration goals due to the increased cost of restoration.
- To contribute to a better performance of the PMU and the Project Executive, it is useful to clearly define their roles in PRODOC, which is also useful to more accurately assess their performance during project evaluations. In this RMT, their performance was evaluated taking into account the roles that these figures have played in similar projects.
- A Theory of Change should reflect the logical flow of changes that the project intends to generate. As the project's ToC presents opportunities for strengthening, its usefulness for the RMT was limited, especially for analyzing progress toward meeting the project's objective and expected impacts.

6 Appendixes

Appendix 1. MTR Terms of Reference

UNDP-GEF Mid-Term Review Terms of Reference

Enhancing climate resilience of rural communities and ecosystems in Ahuachapán Sur.

1. INTRODUCTION

This is the Terms of Reference (ToR) for the Midterm Review (MTR) of the UNDP-supported Adaptation Fund (AF)-financed project titled Enhancing climate resilience of rural communities and ecosystems in Ahuachapán Sur, El Salvador (UNDP 00111194, PIMS#6238) implemented through the Ministry of Environment and Natural Resources (MARN), which is to be undertaken in 2023. The Project's Document and inception workshop were both held in 2021 with the former taking place on February 10 and the latter on June 16. As such, the project is currently in its second year of implementation and hence at the project's midterm.

This ToR sets out the expectations for this Mid Term Review (MTR). The MTR process must follow the guidance outlined in the document [Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects](#) and should take into account the Adaptation Fund's [Evaluation Policy](#) and [Evaluation Framework](#).

2. PROJECT BACKGROUND INFORMATION

The project "Enhancing Climate Resilience of Rural Communities and Ecosystems in Ahuachapán Sur" is a five-year project that aims to reduce the vulnerability of communities and productive ecosystems in the municipality of San Francisco Menéndez to drought risk, soil erosion, and flash floods caused by climate change and climate variability.

The project responds to the need to overcome barriers that increase vulnerability and reduce the capacity of communities and ecosystems to cope with the impacts of climate change and ensure resilience. It recognizes the high vulnerability and risk of human settlements and ecosystems in El Salvador as a result of climate change including increased temperatures and drastic changes in precipitation patterns that will result in extreme onset rainfall and prolonged droughts.

The project has focused on the area of South Ahuachapán on account of its vulnerability to climate change that is exacerbated by its topography, environmental pressures as well as socio-economic conditions that limit the area's capacity to adapt. Further, the region contains a significant amount of the population exposed to frequent meteorological drought and is one of El Salvador's main productive areas of staple food items (basic grains) and other cash crops (sugarcane, coffee). Adaptation constraints include reduced capacity at the landscape level to cope with drought, soil erosion and more frequent flash floods; lack of farmers' capacity to identify alternative climate-resilient production options; lack of information and knowledge about how climate change will affect the region; and lack of governance capacity to identify and implement appropriate adaptation measures to cope with climate change in an inclusive and coordinated manner.

The project identified an adaptation strategy focused on Ecosystem-based Adaptation (EBA) approach that integrates forest landscape restoration as a means of climate change adaptation. The project's EBA approach looks to increase forest cover through a sustainable landscape approach with the aim of ,

improving the hydrological cycle, increasing water infiltration capacity within the landscape as well as regulating surface and groundwater flows. The project's landscape approach will ensure that land degradation is reduced (or reversed) and that productivity is maintained and made resilient to climate change impacts, thereby contributing to better food security and community resilience. By ensuring and enabling the institutional and governance environment, the project will generate coordinated and informed actors with the capacity to address appropriate adaptation measures in the medium and long term thus resulting in a genuine local resilience to climate change while addressing identified barriers.

The envisaged Project outcomes are:

- Component 1. Ecosystem-based adaptation for enhanced resilience at a territorial level: Restoring 3,865Ha of forest landscape within San Francisco Menendez, through a landscape-based ecosystem intervention that will focus on the restoration of critical landscapes and enhance its capacity to manage droughts, soil erosion and flash floods. These include restoration in the upper part of the mountain ranges and high and middle portions of the watersheds that are crucial to regulating water flows – maintaining the water infiltration capacity and reducing runoff – and avoid superior damages related to landslides and floods.
- Component 2. Alternative and adapted livelihoods identified and made viable for resilient livelihoods: Promoting and implementing climate resilient and economically viable productive alternatives in the region that address the economic vulnerability faced in the region as traditional agricultural systems have become less productive due to climate change. This includes identifying climate resilient seeds, implementing, and promoting adaptive productive techniques, systemizing best practices, and generating the information products needed for regional upscale, access to financial resources and inserting them within high value markets.
- Component 3. Regional Climate and Hydrological Monitoring for Enhanced Adaptation Planning: Generating climate and hydrological information products in the region to identify and monitor the impact of climate change in the landscape and the effectiveness of ecosystem-based interventions in their management to improve local and national responses.
- Component 4. Strengthening of inter-institutional coordination and local governance for landscape management in the face of climate variability and change: Enhancing local capacity to take concerted action in addressing climate change impact, prioritizing adaptation interventions, and mobilizing the financing necessary for their implementation.

The project is being implemented within the South Ahuachapan region, located along the Central American Dry Corridor, with specific interventions on EBA and livelihoods taking place within the municipality of San Francisco Menendez. The South Ahuachpan region also includes the municipalities of Jujutla, Guayamango and San Pedro Puxtla and Tacuba²⁰ where capacity building and climate vulnerability is being assessed through a greater regional approach that responds to its strategic natural importance in aquifer recharge²¹ across a shared aquifer.

The total cost of the project is USD 7,819,818.36 and is being fully financed by the Adaptation Fund. The project is expected to benefit 6,396 households of which 1,152 are headed by women and upon its completion will result in 3,864 ha of forest landscape under restoration through agroforestry and silvo pastoral systems as well as the conservation of mangrove and riparian forests.

²⁰ The municipality of Tacuba was added during the inception workshop.

²¹ The region has strategic natural, such as the El Imposible National Park, the Apaneca-Ilamatepec Biosphere Reserve, and the Barra de Santiago RAMSAR site, which contain an extraordinary biological diversity of ecosystems, species, and genes.

The project was designed in the previous government administration, however, has been endorsed by the current Minister of Environment in June 2019 and is in line with national priorities on climate change adaptation. The National Environmental Policy, approved by the Council of Ministers in May 2012, included among its specific objectives the reversal of the degradation of ecosystems and landscapes and the reduction of climate risk, and defined as priority lines of action the restoration and inclusive conservation of ecosystems and adaptation to climate change and risk reduction. It also aligned with the first Nationally Determined Contributions (NDC) submitted to the Climate Change Conference in 2015.

The project directly contributes to the Sustainable Development Goal (s): 13 Climate Action, 15 Life on Land, 6 Clean Water and Sanitation, and 12 Sustainable production and consumption. It was aligned with the UNDP priority area (CPD 2016-2021): Resilience: Outcome 4: The most vulnerable and excluded populations and people have increased their resilience to disasters, environmental degradation and the negative effects of climate change and output 4.2 Developed institutional capacities to promote resilience in cities and communities. With the Country Program Document 2022-2026, the project is aligned to Outcome 3: By 2026, institutions and the population in El Salvador are more prepared and resilient to disasters, manage risks effectively, adapt better, and mitigate the effects of climate change, Output 3.4. Targeted rural communities incorporate climate change adaptation practices.

The Project is implemented by the Ministry of Environment and Natural Resources with UNDP providing support services for the equivalent services direct cost of US\$85,000.00 for the full duration of the project. UNDP also holds the role of project oversight. The Project Board is integrated by MARN as project executive; UNDP as Development Partner; and one representative of the Local Advisory Committee, one representative of the Mayor's Office of San Francisco Menéndez and one Representative of the Ministry of Agriculture and Livestock (MAG), as Beneficiaries²². The Project board is responsible for taking corrective action as needed to ensure the project achieves the desired results. The Initiative of the Americas Fund (FIAES) acts as a Responsible Party to provide grants through a special call for the restoration of landscape and has been tasked with the implementation of the project's Outcome 1.

The project is being implemented through a Project Management Unit (PMU) that is headed by a Project Manager and a Community Liaison Officer and Governance Coordinator that are hosted by MARN. A Restoration Coordination Team has also been comprised and is hosted by FIAES. The project is also supporting technical experts that are providing support to the MARN's Observatorio Ambiental (Environmental Observatory) for the implementation of the project's Outcome 3.

The project has integrated key stakeholders within the project's implementation through the Technical Advisory Council (TAC) which will serve as a key discussion and coordinating instrument for project results to a wider audience. The project works closely with the Local Advisory Committee -COAL- of the El Imposible-Barra de Santiago Protected Area, a civil organization that develops actions for the protection and sustainability of the area; the Association of Municipalities of the Southern Zone of Ahuachapán (MICSUR) for policy coordination, the Ramsar Committees, Watershed Councils, Local Consultative Committee, and other community organizations identified as direct beneficiaries of the project. As part of the project's development a Stakeholder Engagement Strategy that includes a Gender Action Plan was prepared. These documents form part of the project's Environmental and Social Management Framework.

²² The Beneficiary representatives were restructured during the inception workshop.

The project was approved by AF in November 2019, while the actual date of the Project Document signature was in February 2021, the Inception Workshop took place in June 2021; the expected date of operational closure is Feb 2026.

3.MTR PURPOSE

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy and its risks to sustainability.

The MTR is a formative evaluation to assess project performance and context. Its purpose is to inform the Project Board, MARN, UNDP, the Project team, and other stakeholders for management decision-making and course correction during the remaining implementation period. It is expected to use a participatory approach involving the main stakeholders, partners and beneficiaries in all stages of the evaluation process to open discussions on challenges and to outline midterm corrective actions in project as needed.

As outlined in the Adaptation Fund's Monitoring and Evaluation Policy, the MTR is a mandatory requirement for any project with four or more years of implementation. The project, with a total duration of 5 years, is officially completing its second year of implementation, which is the critical point for the mid-term review. The MTR report is expected to be available for submission no later than six months after the midpoint of the project.

The MTR is included in evaluation plan that accompanies the Country Programme Document, which aims to help UNDP to check the progress towards agreed development goals and results, to support course correction, gather knowledge to inform UNDP work and to support accountability.

4.MTR APPROACH & METHODOLOGY

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

The MTR consultant is expected to follow a collaborative and participatory approach²³ ensuring close engagement with the Project Team, national and local government counterparts (the AF Operational Focal Point), the UNDP Country Office, the Climate Change Adaptation Regional Technical Advisor, direct beneficiaries, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing agency (MARN), UNDP senior officials and task team, key experts and consultants in the subject area, Project Board, project team, central government partner entities, project stakeholders, local government, sector organizations and NGOs, local CSO representatives, among others. Additionally, the MTR team

²³ For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

is expected to conduct field missions to South Ahuachapan, including the following project sites: target areas of restoration (agro forestry, silvo pastoral, riparian forest, mangrove, cacao/coffee, mangrove and riparian forests) in San Francisco Menéndez; Observatorio Ambiental in MARN and FIAES. A preliminary list of partners and interviewees is provided in Annex C.

Data collection and analysis methods should be rigorously selected to produce reasonable empirical evidence to ensure credibility, relevance, and validity of the MTR. It is expected to include a mix of methods to gather information. Suggested methodological tools and approaches may include Semi-structured interviews with key stakeholders, focus groups discussion as well non-participant observation. The final specific design and methodology for the MTR should emerge from consultations between the MTR consultant and the above-mentioned parties regarding what is appropriate and feasible for meeting the MTR purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The MTR consultant must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the MTR report.

The final methodological approach, including interview schedule, field visits and data to be used in the MTR, must be clearly outlined in the Inception Report and be fully discussed and agreed between UNDP, stakeholders and the MTR team. The Inception Report should outline how various forms of evidence will be employed vis-à-vis each other to triangulate the information collected.

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

5.DETAILED SCOPE OF THE MTR

The MTR team will assess the following four categories of project progress. See the [Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects](#) for extended descriptions.

i. Project Strategy

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of [Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects](#) for further guidelines.
- Were gender issues triggered during the mandatory UNDP Environmental and Social project screening? If so, were mitigation measures built into the project document? What other steps were taken to address these issues?
- Does the project budget include funding for gender-relevant outcomes, outputs and activities?
- Were gender specialists and representatives of women at different levels consulted throughout the project design and preparation process?

- Review the extent to which the design includes inputs of the vulnerable groups such as youth, persons with disability, Indigenous Peoples and other potentially marginalized groups.
- Review the extent to which relevant human rights issues were raised in the project design. Were the impact of the project in individual and collective rights as claims towards legal and moral duty bearers raised in the Project Document? To what extent has the project ensured that the various needs of marginalized and excluded populations, including persons with disabilities, been taken into account in the preparation process?
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Log frame:

- Undertake a critical analysis of the project’s log frame indicators and targets, assess how “SMART” the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project’s objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to or could in the future catalyse beneficial development effects (i.e., income generation, gender equality and women’s empowerment, improved social, legal and policy frameworks that determine the relationship between rights holders and duty bearers, improved governance etc..) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Are the project’s results framework indicators disaggregated by sex and wherever possible by age and by socio-economic group (or any other socially significant category in society, including persons with disabilities)? Develop and recommend SMART ‘development’ indicators, including sex-disaggregated indicators and indicators that capture development benefits.

ii. Progress Towards Results

Progress Towards Outcomes Analysis:

- Review the log frame indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the [Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects](#); colour code progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as “Not on target to be achieved” (red).

Table 1. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator ²⁴	Baseline Level ²⁵	Level in 1 st PIR (self-reported)	Midterm Target ²⁶	End-of-project Target	Midterm Level & Assessment ²⁷	Achievement Rating ²⁸	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							
	Etc.							

²⁴ Populate with data from the Log frame and scorecards

²⁵ Populate with data from the Project Document

²⁶ If available

²⁷ Color code this column only

²⁸ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

Etc.								
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Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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In addition to the progress towards outcomes analysis:

- Compare and analyse the Core Indicators at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

iii. Project Implementation and Adaptive Management

Management Arrangements:

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the Adaptation Fund Partner Agency (UNDP) and recommend areas for improvement.
- Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women and other vulnerable populations, including persons with disabilities? If yes, how?
- What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
- What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?

Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project’s results framework/ log frame as a management tool and review any changes made to it since project start.

Finance :

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions. Does the project have adequate resources for integrating HR & GE in the intervention as an investment in short-term and medium-term benefits?
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.

- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds? Does the project demonstrate due diligence in the management of funds, including annual audits or spotchecks? What is the amount of “recurrent expenditures”?

Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?
- Review the extent to which relevant gender issues were incorporated in monitoring systems. See Annex 9 of [Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects](#) for further guidelines.
- Is the responsibility for ensuring adherence to Human Rights and gender objectives well-articulated in the performance monitoring framework and implementation plans?

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
- How does the project engage women and girls and other vulnerable groups? Is the project likely to have the same positive and/or negative effects on women and vulnerable groups? Identify, if possible, legal, cultural, or religious constraints on women’s and Indigenous Peoples’ participation in the project. What can the project do to enhance its gender and equality benefits?
- How does the project engage with the rights-holders to enjoy their rights and duty bearers can comply with their obligations?

Social and Environmental Standards (Safeguards)

- Validate the risks identified in the project’s most current SESP, and those risks’ ratings; are any revisions needed?
- Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to:
 - The project’s overall safeguards risk categorization.
 - The identified types of risks²⁹ (in the SESP).
 - The individual risk ratings (in the SESP).
- Describe and assess progress made in the implementation of the project’s social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval (and prepared

²⁹ Risks are to be labeled with both the UNDP SES Principles and Standards, and the GEF’s “types of risks and potential impacts”: Climate Change and Disaster; Disadvantaged or Vulnerable Individuals or Groups; Disability Inclusion; Adverse Gender-Related impact, including Gender-based Violence and Sexual Exploitation; Biodiversity Conservation and the Sustainable Management of Living Natural Resources; Restrictions on Land Use and Involuntary Resettlement; Indigenous Peoples; Cultural Heritage; Resource Efficiency and Pollution Prevention; Labor and Working Conditions; Community Health, Safety and Security.

during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project's design; refer to Question 6 in the SESP template for a summary of the identified management measures.

A given project should be assessed against the version of UNDP's safeguards policy that was in effect at the time of the project's approval.

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil AF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications & Knowledge Management:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.
- List knowledge activities/products developed (based on knowledge management approach approved at CEO Endorsement/Approval).

iv. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Register are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/mechanisms for accountability, transparency, and technical knowledge transfer are in place.
- Is the project conducive to an institutional change to systematically addressing Human Rights and Gender concerns?

Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

Human and ecological sustainability and security:

- Is the project conducive to communities' livelihoods and to health or well-being of the ecosystems on which they depend?

Conclusions & Recommendations

The MTR team will include a section in the MTR report for evidence-based conclusions, in light of the findings.

Additionally, the MTR consultant/team is expected to make recommendations to the Project Team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. See the [Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects](#) for guidance on a recommendation table.

The MTR team should make no more than 15 recommendations total.

Ratings

The MTR team will include its ratings of the project's results and brief descriptions of the associated achievements in a *MTR Ratings & Achievement Summary Table* in the Executive Summary of the MTR report. See Annex G for ratings scales. No rating on Project Strategy and no overall project rating is required.

Table. MTR Ratings & Achievement Summary Table for (*Project Title*)

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

1.TIMEFRAME

The total duration of the MTR will be approximately 32 working days over a period of 10 of weeks and shall not exceed four months from when the consultant is hired. The tentative MTR timeframe is as follows:

ACTIVITY	NUMBER OF WORKING DAYS	COMPLETION DATE
Document review and preparing MTR Inception Report (MTR Inception Report due no later than 2 weeks before the MTR mission)	4 days	August 18, 2023
Comments and approval of inception report		August 25, 2023
Finalization of the inception report	1 day	August 28, 2023
MTR mission: stakeholder meetings, interviews, field visits.*	10 days	September 18, 2023
Presentation of initial findings- last day of the MTR mission	1 day	September 29, 2023
Preparing draft report (due within 3 weeks of the MTR mission)	10 days	October 28, 2023
Finalization of MTR report/ Incorporating audit trail from feedback on draft report (due within 1 week of receiving UNDP comments on the draft) <i>(note: time delay in dates for circulation and review of the draft report and for translation is accommodated)</i>	5 days	November 6, 2023
MTR approval by Commissioning Unit and UNDP-GEF RTA <i>(note: time delay in dates for review and approval and any other adjustment to the final report is accommodated)</i>		November 13, 2023

*Options for site visits should be provided in the Inception Report.

7.MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	MTR Inception Report	MTR team clarifies objectives and methods of	On August 18, and no later than 2	MTR consultant submits to the Commissioning Unit and

		Midterm Review. Includes a clear overview of the midterm review approach as outlined in Chapter 1 of the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects	weeks before the MTR mission	project management. The Commissioning Unit will circulate among relevant stakeholders for comments. The approved inception report will be presented by the MTR Consultant and discussed in the Kick-off meeting.
2	Presentation	Initial Findings.	On September 29 (at the end of MTR mission)	MTR Team presents to project management and the Commissioning Unit. A presentation in Power Point or any other suitable tool should be prepared. A copy of the presentation should be submitted to the Commissioning Unit.
3	Draft MTR Report	Full draft report (using guidelines on content outlined in Annex D) with annexes	On October 20, and within 2 weeks of the MTR mission	Sent to the Commissioning Unit for initial formal review and further circulation for reviewing by RTA, Project Coordinating Unit, and relevant Stakeholders
4	Final Report	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report.	On November 6, and within 1 week of receiving UNDP comments on draft	Sent to the Commissioning Unit. The MTR consultant should present the key findings, conclusions, and recommendations of the MTR report in the Concluding stakeholder workshop. A presentation in Power Point or any other suitable tool should be prepared. A copy of the presentation should be submitted to the Commissioning Unit.

*The final MTR report must be in Spanish and English.

All deliverables should be presented in Spanish to ensure the adequate involvement of the national stakeholders in the MTR process. The final MTR should be translated into English. The Evaluation team should ensure the

quality of translation. All deliverables should be presented in editable version MS Word. Once approved should be presented in PDF format.

8.MTR ARRANGEMENTS

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is UNDP El Salvador Country Office.

The Commissioning Unit will contract the consultant and ensure the timely provision of per diems and travel arrangements within El Salvador for the MTR consultant team and will provide an updated stakeholder list with contact details (phone and email). The UNDP M&E focal point will manage the evaluation, who will brief the MTR consultant on the purpose and scope of the MTR, the required quality standards and clarify management arrangements. A kickoff meeting will be organized to introduce the MTR consultant to the Project Board and other partners to facilitate initial contact. The UNDP M&E focal point will receive, comment, and share all MTR deliverables with the relevant stakeholders. All deliverables will be reviewed in two phases: the first one, internally, to ensure the deliverables cover the requirements outlined in this ToR. In the second phase, the Commissioning Unit will distribute the reports among the relevant stakeholders to give them the opportunity to comment on the draft MTR report and to provide additional information if relevant. The Commissioning Unit will collate comments on the report and send them to the MTR consultant within the 8 days after reports submission. The report will be considered final once the Commissioning Unit and the UNDP-RTA sign a clearance form noting their approval of the final MTR report. All anticipated meetings (kickoff wrap up and concluding workshop) will be organized by the Commissioning Unit.

The Project Team will be responsible for liaising with the MTR consultant to provide all relevant documents, set up stakeholder interviews, and arrange field visits. Also, will be responsible for reviewing MTR report and provide comments, drafting the management response in coordination with the Commissioning Unit, and to integrate MTR recommendations into subsequent Project's Annual Work Plan.

The MTR consultant is responsible to: review evaluation ethics and ensure the necessary steps are taken to protect the rights and confidentiality of persons interviewed for the MTR; review the [Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects](#) and other relevant UNDP and/or GEF to ensure compliance with the requirements and standards throughout the entire MTR process; prepare the inception report, including a detailed plan of the mission with an interview schedule, conduct the MTR mission, have a mission wrap-up meeting, complete the draft of the report; provide an "audit trail" to create the revised final MTR and send the final report in Spanish and English to the Commissioning Unit. The MTR consultant should present to the relevant stakeholders the final deliverables as specified in the Section 7 of this ToR. The MTR consultant will make his/her own arrangements to undertake interviews and site visits according to the detailed MTR mission plan³⁰.

9.MTR CONSULTANT REQUIREMENTS

One international consultant will conduct the MTR – The consultant should have experience and exposure to projects and evaluations in other regions globally. The consultant will be responsible for the overall design and writing of the Inception, MTR report and audit trail within the agreed timeframe. He/she will assess emerging trends with respect to regulatory frameworks and the relevant context affecting the Project implementation; budget allocations, capacity building and all criteria specified in this ToR. He/she will actively participate a kick-off, a mission wrap and concluding stakeholder missions. He/she will work with the Project Team in developing the detailed MTR itinerary, assess and will

³⁰ The cost of mobilization and travel expenses must be included in the proposal.

maintain a close communication with the Commissioning unit to bring to its attention any issue affecting the MTR process.

The consultant cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The selection of consultant will be aimed at maximizing the overall consultant qualities in the following areas:

Education

- A Master's degree in Sustainable development, Biology, Forestry, Agronomy, Climate Change, Natural resource management or other closely related field.

Experience

- Relevant experience leading at least 5 project/programme evaluations using result-based management methodologies;
- Experience in at least two (2) works applying SMART indicators and reconstructing or validating baseline scenarios;
- At least five-years' experience working in adaptive management, as applied to Climate change-mitigation or adaptation projects or programme;
- Verifiable experience participating in at least two (2) UNDP, GEF, Adaptation Fund or GCF evaluation processes in the last three (3) years, preferable in Latin America.
- Demonstrated understanding of issues related to gender, human rights and Ecosystem-based Adaptation; experience in gender and human rights sensitive evaluation and analysis, by applying the approaches in at least one (1) work in the related field.
- Demonstrable excellent communication skills written and spoken, both in Spanish and English;
- Demonstrable analytical skills;

Language

- Fluency in spoken, written and reading in Spanish and English.

1. ETHICS

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

2. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final MTR Inception Report and approval by the Commissioning Unit

- 40% payment upon satisfactory delivery of the draft MTR report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final MTR report (both in Spanish and English) 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 MTR report includes all requirements outlined in the MTR TOR and is in accordance with the MTR guidance.
- The final MTR report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports) and clarifications are provided to the translator, if needed.
- The Audit Trail includes responses to and justification for each comment listed.

3. APPLICATION PROCESS

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template](#) provided by UNDP;
- b) **CV** and a **Personal History Form (P11 form) including past experience from similar assignments, email, telephone and contact details for relevant references.**
- c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc.), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted by email at the following email at the following address ONLY: Adquisiciones.sv@undp.org by 5:30 p.m. (GTM-6) April 21, 2023 indicating the following reference “Consultant of the project 00111194 Enhancing climate resilience of rural communities and ecosystems in Ahuachapán Sur”.

Where a competitive process does not produce satisfactory results within a reasonable period, the candidates will be identified through vetted roster. A letter of invitation to submit an offer will be issued through the Roster administration unit. The candidates will be asked to submit a letter to UNDP confirming interest and availability together with the latest personal CV, including experience from similar projects, email, telephone, and any other contact details for references; a financial proposal and a brief methodology on how he/she will approach and complete the assignment. The contract will be negotiated based on his/her fee on the roster.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. UNDP will check the most suitable candidate in accordance with its own rules, regulation, and policies, including reference checks. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions, and reference checks confirm will be awarded the contract.

Evaluation Criteria

Criteria	Points	Percentage
CV/Personal History	60	60%
<u>Education</u> A Master's degree Sustainable development, Biology, Forestry, Agronomy, Natural resource management, Climate Change or other closely related field.	5	
Evaluation experience Relevant experience leading at least 5 project/programme evaluations using result-based management methodologies; 21 points Experience in project evaluation/MTR with UNDP, GEF, AF or GCF evaluation processes will be additionally valued (At least two UNDP, GEF or GCF evaluation processes in the last three (3) years) – 5 points Experience in project evaluation in Latin America in the relevant areas will be additionally valued. – 4 points	30	
Thematic experience At least five-years' experience working in adaptive management, as applied to Climate change-mitigation or adaptation projects or programme; - 7 points Experience in at least two (2) works applying SMART indicators and reconstructing or validating baseline scenarios in the relevant area; 3 points	10	
Cross-cutting issues Demonstrated understanding of issues related to gender, human rights and Ecosystem-based adaptation (experience in gender and human rights sensitive evaluation and analysis, by applying the approaches in at least one (1) work in the related field)	5	
Language • Fluency in spoken, written, and reading in Spanish and English	10	
Technical proposal	10	10%
Appropriate understanding the nature of work	2	
The mix methods and approach ensure stakeholders participation within all evaluation process.	4	
The plan for completing the task is adequate to the needs described (in time and sequence).	4	
Economic proposal The highest score (30%) will be awarded to the most economical offer.	30	30%
<u>TOTAL</u>	<u>100</u>	<u>100%</u>

ANNEX A: Project Information Table

Project Title	EbA and Landscape Resiliente to CC in South Ahuachapan		
UNDP Project ID (PIMS#)	6238	PIF Approval Date:	Jun 20, 2019 (AF Designated Authority Endorsement Letter Received)
GEF Project ID (PMIS #)	N/A	CEO Endorsement Date: (AF Board Approval)	Oct 11, 2019
Qunatum Business Unit, Award# Proj.ID	SLV10 Award 00107731 SLV10 Project 00107946	Project Document (ProDoc) Signature Date (date project began):	Feb 10, 2021.
Country:	El Salvador	Date project manager hired:	Jun 14, 2021
Region:	Latin America and the Caribbean	Inception Workshop date:	Jun 16, 2021
Focal Area:	Climate Change-Adaptation	Midterm Review Completion date:	
GEF Focal Area Strategic Objective: (Project Sector)	Ecosystem Based Adaptation	Planned closing date:	Feb 10, 2026.
Trust Fund	Adaptation Fund	If revised, proposed op. closing date:	
Executing Agency/Implementing Partner:	Ministry of Environment and Natural Resources.		
Other execution partners	Initiative of the Americas Fund (FIAES)		
Project Financing	<u>At CEO endorsement (US\$)</u>		<u>At Midterm Review (US\$)*</u>
(1) AF financing	7,819,818		
(2) UNDP contribution			
(3) Government			
(4) Other partners			
(5) Total co-financing (2+3+4):			
PROJECT TOTAL COSTS (1+5)			

*Draw from the last PPR

ANNEX B. List of Documents to be reviewed by the MTR Team

1. PIF
2. UNDP Initiation Plan
3. UNDP Project Document
4. UNDP Social and Environmental Screening Procedure (SESP)
5. Project Inception Report
6. All Project Performance Reports (PPR)
7. Quarterly progress reports and work plans of the various implementation task teams
8. Microassessment and Audit reports
9. Finalized AF focal area Tracking Tools/Core Indicators at CEO endorsement and midterm (*Climate Change Adaptation*)
10. Oversight mission reports
11. All monitoring reports prepared by the project
12. Financial and Administration guidelines used by Project Team

The following documents will also be available:

13. Project operational guidelines, manuals and systems
14. UNDP country programme document for the period 2016-2021 and 2022-2026.
15. Minutes of the project Board Meetings, Project Appraisal Committee meeting and other meetings
16. Project site location maps
17. Risk register
18. Project Quality assurance reports
19. Co-financing letters
20. Gender analysis and Action Plan
21. Any additional documents, as relevant.

Annex C. Key stakeholders

Stakeholders	Interviews will be held with following stakeholders at a minimum	Roles
UNDP Country Office (CO) and Regional Hub San Salvador/Panamá.	Maribel Gutierrez, Resident Representative Kryssia Brade, Deputy Resident Representative Rafael Pleitez, Auxiliary Resident Representative-Programme Ryna Avila, Programme Officer Patricia Montalván, Operations Manager Montserrat Xilotl, Regional Technical Advisor Joana Troyano Lead Project Associate.	UNDP is accountable to the AF for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP is responsible for delivering AF project cycle management services comprising project approval and start-up, project supervision and oversight, and project completion and evaluation. UNDP is also responsible for the Project Assurance role of the Project Board/Steering Committee. UNDP CO provides support to the project team and executing agency for constant and consistent risk monitoring
Ministry of Environment and Natural Resources (MARN) San Salvador	Isabel Contreras-Directora Ecosistemas y Biodiversidad Miguel Gallardo-Gerene de Ecosistemas Guillermo Almendariz-unidad seguimiento Proyectos Patricia de Calderón-unidad seguimiento Proyectos Daniella Aguilar-unidad de seguimiento Proyectos DEB Gabriel Cortez-Técnico Territorial Ahuachapán Sur Luis Menjivar – Director de Observatorio de Amenazas y Recursos Naturales Roberto Cerón Pineda-Gerente de Hidrología Edwin Escobar – Gerente de Sistemas y Mantenimiento Pablo Ayala – Gerente de Meteorología Eduardo Escalante – Gerente de Investigación DOA Katti de Castro – Gerencia de Gestión Ambiental Antonio Alemán – Jefe de Oficina Regional de Ahuachapán Margarita García – Técnico Cambio Climático	National Executing Agency (Implementing Partner). Through the Project Coordination Office, will ensure that necessary synergies are created with other national partners.
Project Team San Salvador	Gerente de proyecto : Maritza Guido MARN mguido@ambiente.gob.sv Sonia Elena Larín - Administradora Financiera José Abelardo Ramos – Coordinador de Gobernanza Miguel Estrada Palacios - Oficial comunitario	Responsible for ensuring timely and effectively planning and implementation of the project.
Fondo de Iniciativa de las Américas (FIAES) Santa Tecla.	Jorge Oviedo-director FIAES Carlos Perez-Director Financiero Mariano Pacas-jefe área técnica FIAES Alexande Zaldaña-coordinador componente 1 Reina Teban-Administradora Financiera componente 1	Responsible party of the project. FIAES is integral part of the Project Board. FIAES through a special Call for Funding will support the implementation in field of the restauration of landscape.
San Francisco Menendez Municipality Ahuachapan	Martín Guardado-Unidad Ambiental San Francisco Menéndez Oscar Quiñonez-Proyección Social	Is a main beneficiary of the activities of the project, and the legal representative of a territory.
Local Advisory Committee - COAL- of the El Imposible-	Evelin Castillo – Presidenta COAL Sandra Guardado – Vicepresidenta COAL	COAL is an organization representing different community organizations, water boards, fishermen's associations, cooperatives, ranchers and organized

Stakeholders	Interviews will be held with following stakeholders at a minimum	Roles
Barra de Santiago Protected Area Jujutla Municipality San Pedro Puxtla Municipality Guaymango Municipality Ahuachapan	Rosita Lobato – Presidenta de RAMSAR Eder Caceros – Técnico RAMSAR Unidad Ambiental Jujutla: Nelsón Ramírez Unidad Ambiental San Francisco Menéndez: Martín Guardado	women, in addition to RAMASAR and includes the environmental units of each Municipality. COAL is recognized by MARN as the sustainable development committee of Ahuachapán Sur.
Ramsar Wetland Committees Ahuachapan	Rosa Lobato – Presidente RAMSAR Eder Caceros – Técnico RAMSAR	These are local interest groups and community-based organizations which are direct beneficiaries of the project. These groups will be involved in planning and ground level implementation through participatory and consultative processes. They will also receive capacity building and as thus be beneficiaries of the project. The watershed councils have a role to coordinate between municipalities and local water boards within watersheds. The Local Environmental Observation Networks (ROLA) are volunteers with the commitment of natural resources protection and have presence in San Francisco Menendez.
Local environmental observation network (ROLA) Ahuachapan	Claudia Carolina Rivas Rivas	
Municipal Civil Protection Committee Ahuachapan	Wilson Martínez – Jefe de Protección civil de Jujutla Omar Martínez – Jefe de Protección Civil de San Francisco Menéndez	
Community Development Associations(ADESCOS) Ahuachapán	ADESCOSAM-San Miguelito	
Indigenous people	Consejo de Pueblos Indígenas de Tacuba Leonel García – Líder coordinador	
Unidad Ecológica Salvadoreña- UNES San Salvador	Nidia Hidalgo – Directora	
Fundación para el Desarrollo Socioeconómico y Restauración Ambiental- FUNDESYRAM San Salvador	Roberto Rodriguez – Director Nelson Flores – Oficina Tacuba – Mesa Agropecuaria Pedro Matamoros – componente 1	
Asociación de Mujeres organizadas en Ahuachapán Sur	ACOPAMEG: Asociación cooperativa de Mujeres de Guaymango – Irma Torres La Colmena – Sara Guardado – Presidenta ACMA – Glenda Lara y Magdalena del Cid – Presidenta	
Producers associations (agriculture, livestock, fisheries) Ahuachapán	Asociación de Ganaderos de San Francisco Menéndez: Alfredo Guerra – Presidente CONAMYPE: Rafael García	
Ministry of Agriculture and Livestock (MAG) San Salvador	Fabiola Morales, Directora de Cooperación, Juan Santos Fuentes, Jefe de División, Planificación y Proyectos	Political responsibility and Technical assistance for productive activities and will provide support in the implementation of output 2. As a beneficiary to the project will be represented in the project board.

Stakeholders	Interviews will be held with following stakeholders at a minimum	Roles
National Center for Agricultural and Forestry Technology "Enrique Álvarez Córdova" (CENTA) Santa Ana	Francisco Torres – Gerencia de Transferencia y Extensión CENTA Oscar Barrera – CENTA Cara Sucia Miguel Siguenza – CENTA El Peñón Eduardo Rodríguez – CENTA Tacuba Mario Alarcón – Gerencia de Planificación de CENTA Aura Morales – Jefe de Banco de Germoplasma de CENTA	Technical assistance for activities related to sustainable agriculture
National Environmental Observatory (Observatorio Ambiental- OA) San Salvador	Luis Menjivar – Director Edwin Escobar – Soporte técnico de estaciones meteorológicas Roberto Cerón Pineda – Gerente de Hidrología Pablo Ayala – Gerente de Meteorología Eduardo Escalante – Gerente de Investigación Claudia Carolina Rivas Rivas – Encargada SAT-ROLA	Direct beneficiary to be strengthened in its role (e.g. through the CC and hydrological Observatory functions).

ANNEX D: Guidelines on Contents for the Midterm Review Report 31

- i. Basic Report Information (*for opening page or title page*)
 - Title of UNDP supported AF financed project
 - UNDP PIMS# and AF project ID#
 - MTR time frame and date of MTR report
 - Region and countries included in the project
 - AF Operational Focal Area/Strategic Program
 - Executing Agency/Implementing Partner and other project partners
 - MTR team members
 - Acknowledgements
- ii. Table of Contents
- iii. Acronyms and Abbreviations
1. Executive Summary (*3-5 pages*)
 - Project Information Table (See annex A).
 - Project Description (brief)
 - Project Progress Summary (between 200-500 words)
 - MTR Ratings & Achievement Summary Table (See annex F)
 - Concise summary of conclusions
 - Recommendation Summary Table (See annex K)
2. Introduction (*2-3 pages*)
 - Purpose of the MTR and objectives
 - Scope & Methodology: principles of design and execution of the MTR, MTR approach and data collection methods, limitations to the MTR
 - Structure of the MTR report
3. Project Description and Background Context (*3-5 pages*)
 - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
 - Problems that the project sought to address, threats and barriers targeted
 - Project Description and Strategy: objective, outcomes and expected results, description of field sites (if any)
 - Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc.
 - Project timing and milestones
 - Main stakeholders: summary list
4. Findings (*12-14 pages*)
 - 4.1 Project Strategy
 - Project Design
 - Results Framework/Logframe
 - 4.2 Progress Towards Results
 - Progress towards outcomes analysis
 - Remaining barriers to achieving the project objective
 - 4.3 Project Implementation and Adaptive Management
 - Management Arrangements
 - Work planning
 - Finance and co-finance
 - Project-level monitoring and evaluation systems

³¹ The Report length should not exceed 40 pages in total (not including annexes).

- Stakeholder engagement
 - Social and Environmental Standards (Safeguards)
 - Reporting
 - Communications & Knowledge Management
- 4.4 Sustainability
- Financial risks to sustainability
 - Socio-economic to sustainability
 - Institutional framework and governance risks to sustainability
 - Environmental risks to sustainability
5. Conclusions and Recommendations (4-6 pages)
- 5.1 Conclusions
- Comprehensive and balanced statements (that are evidence-based and connected to the MTR's findings) which highlight the strengths, weaknesses and results of the project
- 5.2 Recommendations
- Corrective actions for the design, implementation, monitoring and evaluation of the project
 - Actions to follow up or reinforce initial benefits from the project
 - Proposals for future directions underlining main objectives
6. Annexes
- MTR ToR (excluding ToR annexes)
 - MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology) (See annex D).
 - Example Questionnaire or Interview Guide used for data collection
 - Ratings Scales (See annex F)
 - MTR mission itinerary
 - List of persons interviewed
 - List of documents reviewed
 - Co-financing table (if not previously included in the body of the report)
 - Signed UNEG Code of Conduct form (See Annex E)
 - Signed MTR final report clearance form (See annex G)
 - *Annexed in a separate file:* Audit trail from received comments on draft MTR report (See Annex H)
 - *Annexed in a separate file:* Relevant midterm tracking tools ((Climate Change Mitigation (CCM)/Greenhouse gas emission mitigated)
 - *Annexed in a separate file:* GEF Co-financing template (categorizing co-financing amounts by source as 'investment mobilized' or 'recurrent expenditure') (See annex J)

ANNEX E: Midterm Review Evaluative Matrix Template

This Midterm Review Evaluative Matrix must be fully completed/amended by the consultant and included in the MTR inception report and as an Annex to the MTR report.

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
To what extent the project strategy is relevant to the problem that seek to address?	(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)	(i.e. project documents, national policies or strategies, websites, project staff, project partners, data collected throughout the MTR mission, etc.)	(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)
Does the strategy provide the most effective route towards expected/intended results? (Consider sustainability and viability of the project and externalities relevant to the project). To what extent lessons from other relevant projects were incorporated into the project design?			
Does the project addresses country priorities? Was the project concept in line with the national sector development priorities and plans of the country?			
Were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, considered during project design processes?			
Were relevant gender issues (e.g. the impact of the project on gender equality in the programme country, involvement of women's groups, engaging women in project activities) raised in the Project Document?			
Were gender issues triggered during the mandatory UNDP Environmental and Social project screening? If so, were mitigation measures built into the project document? What other steps were taken to address these issues?			
Does the project budget include funding for gender-relevant outcomes, outputs and activities?			
Were gender specialists and representatives of women at			

Evaluative Questions	Indicators	Sources	Methodology
different levels consulted throughout the project design and preparation process?			
To what extent the design includes inputs of the vulnerable groups such as youth, persons with disability, Indigenous Peoples and other potentially marginalized groups?			
Were the impact of the project in individual and collective rights as claims towards legal and moral duty bearers raised in the Project Document?			
To what extent has the project ensured that the various needs of marginalized and excluded populations, including persons with disabilities, been taken into account in the preparation process?			
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?			
Are the project indicators SMART?			
Are the project's results framework indicators disaggregated by sex and wherever possible by age and by socio-economic group (or any other socially significant category in society, including persons with disabilities)? Are broader development and gender aspects of the project being monitored effectively?			
Has the progress so far led to or could in the future catalyse beneficial development effects (i.e., income generation, gender equality and women's empowerment, improved social, legal and policy frameworks that determine the relationship between rights holders and duty bearers, improved governance etc...)? Where the catalytic beneficial effects included in the project results framework? Are they monitored on an annual basis?			
What is the level of project's progress toward its objective and each outcome achieved so far? How can the project further expand the benefits in the aspects			

Evaluative Questions	Indicators	Sources	Methodology
the project has already been successful? Is there any risk or barriers to achieve the project objective by the end of the project? What are the reasons behind the achievement or lack thereof?			
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation? To what extent has progress been made in the implementation of social and environmental management measures? Have there been changes to the overall project risk rating and/or the identified types of risks as outlined at the CEO Endorsement stage?			
Have any changes been made to the Project Document? Are they effective?			
Are responsibilities and reporting lines clear?			
What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?			
What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?			
Is decision-making transparent and undertaken in a timely manner?			
How was the quality of the Executing Agency/Implementing Partner performance?			
How was the quality of support provided by the UNDP (AF Partner Agency)			
Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women and other vulnerable populations, including persons with disabilities? If yes, how?			
Have there been any delays in project start-up and implementation? What are the causes? Have they been resolved?			
Are work-planning processes results-based? Is the project's results framework/ log frame used as a management tool? Are there any changes made to it since project start? What can the project do to re-orientate work planning to focus on results?			
Are interventions of the project cost-effectiveness?			
Does the project have adequate resources for integrating HR & GE			

Evaluative Questions	Indicators	Sources	Methodology
in the intervention as an investment in short-term and medium-term benefits?			
Are there any changes to fund allocations as a result of budget revisions? Are they appropriate and relevant?			
Are there any variances between planned and actual expenditures?			
Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds? Does the project demonstrate due diligence in the management of funds, including annual audits or spotchecks?			
What is the amount of “investment mobilized”? What is the amount of “recurrent expenditures”?			
What is the quality of the Monitoring Evaluation Plan Implementation? Does it include inclusive, innovative and participatory monitoring system? Do the project’s monitoring tools provide the necessary information for decision making?			
Are the monitoring tools aligned or mainstreamed with national systems? Do they use existing information?			
Are there sufficient resources being allocated to monitoring and evaluation? Are they efficient? Are they cost-effective? Are additional tools required?			
Do the monitoring tools involve key partners, including women and men, and any other relevant group? How could they be made more participatory and inclusive?			
To what extent relevant gender issues are incorporated in monitoring systems?			
Is the responsibility for ensuring adherence to Human Rights and gender objectives well-articulated in the performance monitoring framework and implementation plans?			
Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?			

Evaluative Questions	Indicators	Sources	Methodology
Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?			
To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives? Are there any limitations to stakeholder awareness of project outcomes or to stakeholder participation in project activities? Is there invested interest of stakeholders in the project's long-term success and sustainability?			
How does the project engage women and girls and other vulnerable groups? Is the project likely to have the same positive and/or negative effects on women and vulnerable groups? Identify, if possible, legal, cultural, or religious constraints on women's and Indigenous Peoples' participation in the project. What can the project do to enhance its gender and equality benefits?			
How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? Are there any legal, cultural, or religious constraints on women's participation in the project? What can the project do to enhance its gender benefits?			
Were the risks identified in the project's most current SESP the most strategic? Are the risks rating appropriate? Are management measures appropriate? To what extent the management measures include Environmental and Social Management plan? Are any revisions needed?			
Are there any revisions made to the identified risks (type, categorization, ratings and measures) in the SESP since CEO Endorsement/ Approval? Are they up to date?			
To what extent adaptive management changes have been			

Evaluative Questions	Indicators	Sources	Methodology
reported by the project management and shared with the Project Board?			
How well the Project Team and partners undertake and fulfil AF reporting requirements? Have they addressed poorly-rated PIRs, if applicable?			
How lessons derived from the adaptive management process have been documented? Have they been shared with key partners? Have them internalized?			
To what extent the project has a Communication plan? Are proper means of communication established or being established to express the project progress and intended impact to the public? What are the main activities/products developed?			
Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?			
What can do the project better to expand educational or awareness aspects of the project?			
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
What is the likelihood of financial and economic resources not being available once the GEF assistance ends for sustaining project's outcomes? Are financial and economic instruments and mechanisms in place to ensure the ongoing flow of benefits once the GEF assistance ends to promote the project's objectives?			
What opportunities for financial sustainability exist? What additional factors are needed to create an enabling environment for continued financing?			
Are there any social or political risks that may jeopardize sustainability of project outcomes?			
What is the risk that the level of stakeholder ownership (including			

Evaluative Questions	Indicators	Sources	Methodology
ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project?			
Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?			
Are the project's successful aspects being transferred to appropriate parties, potential future beneficiaries, and others who could learn from the project and potentially replicate and/or scale it in the future?			
Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits?			
How has the project developed appropriate institutional capacity (systems, structures, staff, expertise, etc.) that will be self-sufficient after the project closure date? Is the project conducive to an institutional change to systematically addressing Human Rights and Gender concerns?			
Has the project put in place frameworks, policies, governance structures and processes that will create mechanisms for accountability, transparency, and technical knowledge transfer after the project's closure?			
Has the project achieved stakeholders' (including government stakeholders) consensus regarding courses of action on project activities after the project's closure date? Does the project leadership have the ability to respond to future institutional and governance changes (i.e. foreseeable changes to local or national political leadership)? Can the project			

Evaluative Questions	Indicators	Sources	Methodology
strategies effectively be incorporated /mainstreamed into future planning?			
Are there any environmental risks that may jeopardize sustenance of project outcomes?			
Is the project conducive to communities' livelihoods and to health or well-being of the ecosystems on which they depend?			

ANNEX F: UNEG Code of Conduct for Evaluators/Midterm Review Consultants³²

Evaluators/Consultants:

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

MTR Consultant Agreement Form

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

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

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

Signed at _____ (Place) on _____ (Date)

Signature: _____

ANNEX G: MTR Ratings & Achievement Summary Table + Rating Scales

³² <http://www.unevaluation.org/document/detail/100>

MTR Ratings & Achievement Summary Table for *(Project Title)*³³

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

Rating Scales

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.

³³ After completing Table I (Progress Towards Results Matrix), the MTR Consultant should also fill out Table, to be included in the report’s executive summary. Table’s MTR Rating column should include the same assigned ratings for the objective/outcomes as assigned in Table 1’s column Achievement Rating, whereas the ratings for ‘Project Implementation & Adaptive Management’, and ‘Sustainability’ should be assigned based on analysis from the MTR mission, interviews, document review, etc.

1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.
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Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

ANNEX H: MTR Report Clearance Form

(to be completed and signed by the Commissioning Unit and RTA and included in the final document)

Midterm Review Report Reviewed and Cleared By:	
Commissioning Unit (M&E Focal Point)	
Name: _____	
Signature: _____	Date: _____
Regional Technical Advisor (Nature, Climate and Energy)	
Name: _____	
Signature: _____	Date: _____

ANNEX I: Audit Trail Template

Note: The following is a template for the MTR Team to show how the received comments on the draft MTR report have (or have not) been incorporated into the final MTR report. This audit trail should be included as an annex in the final MTR report.

To the comments received on **(date)** from the Midterm Review of **(project name)** (UNDP **Project ID-PIMS #**)

The following comments were provided in track changes to the draft Midterm Review report; they are referenced by institution (“Author” column) and not by the person’s name, and track change comment number (“#” column):

Author	#	Para No./ comment location	Comment/Feedback on the draft MTR report	MTR team response and actions taken

ANNEX J: Progress Towards Results Matrix

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Goal:								
Project Strategy	Indicator ³⁴	Baseline Level ³⁵	Level in 1 st PIR (self-reported)	Midterm Target ³⁶	End-of-project Target	Midterm Level & Assessment ³⁷ *	Achievement Rating ³⁸	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

***Indicator Assessment Key**

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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³⁴ Populate with data from the Logframe and scorecards

³⁵ Populate with data from the Project Document

³⁶ If available

³⁷ Colour code this column only

³⁸ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

ANNEX K. Recommendations Table

This is a guidance chart for the MTR Consultant in designing recommendations to the project

Rec #	Recommendations ³⁹	Entity Responsible
A	<i>State Outcome 1</i> (Outcome 1)	
A.1	Key recommendation:	
A.2		
A.3		
B.	<i>State Outcome 2</i> (Outcome 2)	
B.1	Key recommendation:	
B.2		
B.3		
C	<i>State Outcome 3</i> (Outcome 3), etc.	
C.1	Key recommendation:	
C.2		
C.3		
D	Project Implementation & Adaptive Management	
D.1	Key recommendation:	
D.2		
D.3		
E	Sustainability	
E.1	Key recommendation:	
E.2		
E.3		

³⁹ Recommendations should be “SMART”: Specific, Measurable, Achievable, Relevant, Time-bound (however, giving a suggested time frame is not mandatory for recommendations from the MTR Consultant; the project management should address the time frame of actions in the management response)

Appendix 2. MTR Evaluative Matrix

Analysis level	Evaluative questions	Indicators	Sources
I. Project strategy and design Project design	Having reviewed the problem addressed by the project and the underlying assumptions proposed in the design phase, have there been any incorrect assumptions? and, if so, what has been their effect? Have there been changes in the national or local context that have had an effect on the achievement of project results?	-Level of differences between the context prevailing at the project design stage and the current context, allowing validation of the relevance of the assumptions underlying the project. -If applicable, level of effects generated by the proposal of an incorrect assumption on project implementation and results.	PRODOC; government policies (including laws, plans, strategies, etc.) on environment, climate change and development, from the government administration in which the project was designed and current policies on these issues; notes from stakeholder interviews and ToC analysis.
	Was the strategy adopted by the project the most effective way to achieve the expected results?	-Level of congruence (vertical logic) and relevance between: activities, outputs and outcomes of the project.	Review and analysis of the project's logical framework and interview notes.
	Were lessons from other relevant projects adequately incorporated into the project design?	-Level of incorporation of lessons learned and good practices, identified in similar projects, useful for the project design	PRODOC, progress reports, direct field observation and interviews.
	Was the project concept in line with national sector development policies, priorities and country plans, and is it still in line even if circumstances have changed?	- Level of relevance of project objectives and results to national sector development policies, priorities and country plans prevailing at the project design phase. -Level of relevance of project objectives and results to current national sector development policies, priorities and country plans.	PRODOC; government policies (including laws, plans, strategies, etc.) on environment, climate change and development from the government administration in which the project was designed and current policies on these issues; notes from stakeholder interviews and ToC analysis.
	Were the perspectives of those who would be affected by project decisions, those who could influence the outcomes, and those who could contribute information or other resources to the process considered during the project design processes?	- Identification of project stakeholders -Mechanisms put in place to promote stakeholder participation during the project design phase. -Level of stakeholder participation during the design phase of the project	PRODOC, interviews with stakeholders who participated in the design of the project and, if applicable, documentation of the Free, Prior and Informed Consent applied during the design phase
	Is the project compatible with other interventions in the sector or the country?	- Identification of projects or interventions similar to the project in the sector or country. -Level of complementarity or synergies created with these interventions or projects during project implementation.	PRODOC; government policies (including laws, plans, strategies, etc.) on environment, climate change and development from the government administration and notes from interviews with relevant stakeholders
	Were gender issues raised during UNDP's mandatory environmental and social	-Existence of a gender analysis during the project design phase or inclusion of gender analysis in the	Documentary review of the gender and vulnerable groups analysis and PRODOC,

	analysis? If yes, were mitigation measures to address these issues included in PRODOC? What other measures were considered to address these issues?	environmental and social safeguards analysis conducted by UNDP. -Level of inclusion of measures to address gender issues in PRODOC derived from the analysis mentioned in the previous question.	and notes from interviews with relevant stakeholders who participated in the design of the project.
	Does the project budget include resources for gender-relevant outcomes, outputs and activities?	-Existence of a dedicated budget to address gender issues in the project -Percentage of the total budget dedicated to addressing gender issues.	
	Were gender specialists and women's representatives consulted at different levels throughout the project design and preparation process?	-Level of consultations with gender specialists for gender mainstreaming in the project. -Level of consultations with women's representatives for the identification of gender gaps during the project design phase.	
	Did the project consult with or incorporate the opinions of vulnerable groups such as youth, people with disabilities, indigenous people and other potentially marginalized groups?	-Identification of vulnerable groups in accordance with the objectives, results and nature of the project or, if applicable, based on the analysis of environmental and social safeguards carried out during the project design phase. -Level of consultation with vulnerable groups to determine their needs and expectations for the project.	
	Was the impact of the project on individual and collective rights raised in the PRODOC as demands towards legal and moral responsible parties?	-Level of PRODOC's approach to individual and collective rights of key project stakeholders	
	To what extent has the project ensured that the various needs of marginalized and excluded populations, including people with disabilities, have been taken into account in its formulation process?	-Level of inclusion of measures to address gender issues in PRODOC -Level of consultations with women's representatives to identify gender gaps during the project design phase. -Level of consultations with vulnerable groups to understand their needs and expectations during the project design phase.	

Results Framework/Logical Framework	To what extent do the indicators and targets of the Results Framework meet the SMART (Specific, Measurable, Attainable, Relevant, Time-bound) characteristics? Do the indicators and targets require adjustments to meet these characteristics?	-Level of horizontal logic between outputs/outcomes and their indicators and targets. -Identification of indicators that do not meet SMART characteristics.	Outcome of the analysis of the PRODOC Outcome Framework and interview notes
	Are the project objectives and outputs or components clear, practical and feasible within the time frame of the project in the current context?	-Analysis of the feasibility of the proposed goals to be achieved within the project implementation period. -Analysis of the practicality and clarity of the project strategy.	PRODOC, project progress reports, interview notes and direct observation of field work.
	To what extent can the project potentially contribute to reducing or perpetuating inequalities, and to what extent can vulnerable groups benefit equitably?	-Level of inclusion of gender and vulnerable groups in project design. -In case, level of compliance with gender and vulnerable group mainstreaming measures during project implementation.	PRODOC, and outcomes of the Logical Framework analysis, documents generated on gender and vulnerable groups in the design and execution of the project; if applicable, documentation of the Free, Prior and Informed Consent applied during project execution, notes from interviews with women and vulnerable groups and direct observation.
	Are the project's Results Framework indicators disaggregated by sex and, where possible, by age and socio-economic group (or any other socially significant category in society, including people with disabilities)? Is there a need to develop and recommend development indicators that are SMART, including sex-disaggregated indicators and indicators that capture development benefits?	-Level of inclusion of gender and vulnerable groups in the indicators of the Results Framework.	
II. Project implementation and adaptive management	To what extent was the project adapted in response to the lessons and reflections generated during its implementation?	-Identification of the challenges faced by the project during implementation. -Identification of the adaptive measures implemented by the project to address the challenges. -Level of effectiveness of the adaptive measures implemented by the project.	Project progress reports, ToC review, direct observation in the field and interview notes
Adaptive Management	Has the project's Results Framework/Logical Framework been used as a management tool? Have any adjustments been made to it since the	-Level of use of the Results Framework for annual planning of project activities and for monitoring project performance	Interview notes, review of the monitoring system used by the project, the Results Framework, minutes of the Board of Directors and National Technical Advisory

	beginning of the project and what effects have they had on the project?	-Identification of changes made to the Results Framework Level of effect generated by changes made to the Results Framework.	Council meetings, and project progress reports.
	How has the project management reported the adaptive management changes made and how has it reported them to the Project Board?	Reporting of adaptive measures implemented by the project in semi-annual or annual project progress reports and at Project Board meetings. -Level of discussion of adaptive measures at the project's National Technical Advisory Board.	
	To what extent does the project support the use, development or dissemination of practices, tools or technologies to enhance or accelerate Climate Change Adaptation (CCA)?	-Identification of practices, tools or technologies developed by the project to improve or accelerate CCA. -Identification of the practices, tools or technologies used by the project to improve or accelerate CCA. -Identification of the practices, tools or technologies disseminated by the project to improve or accelerate CCA.	Project progress reports, review of project outputs, interview notes and direct observation.
II. Project implementation and adaptative management Management arrangements, including UNDP oversight and implementation partner execution	To what extent is the project management, as described in PRODOC, effective? Have changes been made to the project management, and if so, have they been effective?	-Verification of the role played by each part that makes up the organizational and management arrangement of the project (e.g. implementing partner, responsible parties, stakeholders, target groups, UNDP and Governing Board). -Level of understanding and clarity of each party on the role to be played, as set out in PRODOC -Relevance and level of effectiveness of the role played by each stakeholder. -Identification of changes to the organizational and management arrangement of the project and analysis of their relevance and effectiveness. -If applicable, identification of areas for improvement of the organizational and management arrangement of the project.	PRODOC, minutes of the committees created and interview notes
	Are responsibilities and reporting lines clear, and is decision making transparent and timely?	-Level of understanding and clarity of each party on the role to be played, as established in PRODOC. -Identification of the formal and informal mechanisms implemented for decision making and coordination of the work to be carried out. -Level of effectiveness of the mechanisms implemented.	

		<ul style="list-style-type: none"> -Level of clarity on the lines of command to be complied with. -Level of compliance with the lines of command. 	
	To what extent has the quality of MARN's execution been appropriate?	<ul style="list-style-type: none"> -Level of progress in achieving project milestones, outputs and outcomes. -Level of project budget execution -Level of satisfaction of stakeholders and target groups on project progress and achievements to date. -Level of UNDP satisfaction with project progress and quality of achievements to date. 	PRODOC, project monitoring system or tool created; if applicable, updated results matrix; annual operational plans; financial reports; and outputs from project consultancies; mission reports from UNDP supervision visits, interview notes and direct field observation.
	To what extent has the quality of support provided by the Adaptation Fund Agency (UNDP) been appropriate?	<ul style="list-style-type: none"> -Identification of the mechanisms implemented by UNDP to supervise, provide technical advice and follow up on the project. -Level of effectiveness of the mechanisms implemented. -Identification of UNDP recommendations and proposals issued to the implementing partner to ensure proper execution of the project and analysis of their timeliness. -Level of satisfaction of the implementing partner with the support received by UNDP so far. -Level of satisfaction of stakeholders and target groups with UNDP's performance 	Interview notes, PRODOC, mission reports of UNDP supervision visits and cooperation agreement between UNDP and the Salvadoran government.
	Do MARN and UNDP and other partners have the capacity to generate benefits or engage women and other vulnerable populations, including people with disabilities? If so, how?	<ul style="list-style-type: none"> -Level of knowledge and experience of MARN, UNDP and other partners in mainstreaming gender and vulnerable groups in the project. -Level of progress in the incorporation of gender and vulnerable groups in the project. -Level of accompaniment or advice from a person with expertise in gender and vulnerable groups during project implementation. 	If applicable, UNDP and MARN gender strategy and policy; if applicable, project gender strategy or plan, gender analysis and/or, Free, Prior and Informed Consent documentation applied during project implementation and outputs of the consultancies conducted by the project.
	What is the balance between men and women in the project staff? What measures have been taken to ensure gender balance in the project staff?	<ul style="list-style-type: none"> Number of men and women in the project team. -Level of inclusion of gender equity as a criterion to be considered in the recruitment process of project personnel, including calls for proposals for job opportunities in the project. 	Interview notes and terms of reference for recruitments

	What is the gender balance on the Project Board? What measures have been taken to ensure gender balance on the Project Board?	-Number of men and women on the project's Governing Board. -Level of inclusion of gender equity as a criterion to be considered in the appointment of members of the Governing Board.	Minutes of Board of Directors or Governing Board and National Technical Committee meetings and notes of interviews
II. Project implementation and adaptive management Finance	To what extent have the project outputs been delivered on time? Are the resources allocated to obtain them justifiable and valid?	-Level of compliance with expected timeframes for project outputs and outcomes in accordance with PRODOC. -Level of compliance with the annual operational plans. -Quality of the outputs and results achieved so far by the project Level of budget allocated to each output/outcome in PRODOC. -Level of budget allocated by the project to each outcome/output, if budget revisions have been made.	PRODOC, annual operating plans, products of the consultancies carried out by the project, financial reports, interview notes and direct observation.
	Does the project have adequate financial resources to integrate Human Rights and Gender Equality into the intervention as an investment in short and medium term benefits?	-Existence of a budget earmarked to support the advice and/or accompaniment of a person specialized in human rights and gender equality, as well as to carry out studies and events related to these issues.	Interview notes, PRODOC and financial reports, budget reviews, annual operating plans and, if applicable, project audits.
	Have changes in funding allocations as a result of budget revisions been appropriate and relevant?	-Identification of the budget revisions made and the reasons for them. -Level of rationality or relevance of the budget revisions made.	
	Does the project have appropriate financial controls, including reporting and financial planning, to enable project direction to make informed budget decisions and allow for the timely flow of funds?	-Identification of the mechanisms implemented to carry out financial planning. -Number of financial reports prepared by the implementing partner and frequency of their preparation. -Level of monitoring and supervision of MARN's financial execution by UNDP. -FIAES's capacity for financial management of the resources allocated -MARN's capacity to supervise the financial management and execution of the work it carries out. -Compliance level of the financial execution planned annually.	

	Does the project demonstrate due diligence in the management of funds, including annual audits or random checks? What is the amount of "recurrent costs"?	-Number of audits performed on the project -Identification of controls to ensure proper management of funds. -Identification of recurrent expenditures per year.	
<p>II. Project implementation and adaptive management</p> <p>Project-level monitoring, evaluation and reporting systems</p>	Do the monitoring systems and tools used provide the necessary information? Do key partners participate in their use? Are they aligned with or integrated into national systems? Do they use existing information? Are they effective? Are they cost-effective? Are additional tools needed? How could they be made more participatory and inclusive?	- Identification of the tracking tools or systems created by the project to monitor its progress and risks. -Identification of the people who participated in the design of the tools or systems and those who use them. -Level of linkage of the tools or systems developed with national systems -Level of effectiveness of the tools or systems for comprehensive, practical, and strategic monitoring of the project -Identification of areas for improvement in project monitoring to ensure that it has appropriate coverage (e.g., that it tracks risks on a regular basis), provides timely information for decision making, is practical, strategic, and is used by the relevant people. -Level of stakeholder involvement in monitoring.	Project monitoring system and/or tools and, if applicable, national systems and reports generated from the project system, and interview notes.
	Are sufficient resources allocated to monitoring and evaluation and are these resources allocated effectively?	- Budget used for project monitoring -Level of sufficiency of the budget to carry out the monitoring and evaluation actions foreseen in the PRODOC. -Breakdown of the project monitoring budget by activity	Interview notes, PRODOC and financial reports, budget reviews and annual operating plans.
	To what extent have gender issues been incorporated into monitoring systems?	-Existence of formats and guidelines for recording and systematizing the results of actions to implement gender and vulnerable group issues (e.g., recording of income growth disaggregated by gender, recording of beneficiaries of restoration work disaggregated by gender). - Extent to which the monitoring system captures women's perspective in addressing their needs.	Project tracking system and/or tool and, if applicable, the reports generated from it, Results Framework and interview notes

	Is accountability for ensuring compliance with human rights and gender objectives well articulated in the project's performance monitoring framework and implementation plans?	<ul style="list-style-type: none"> -Existence of a person or persons responsible for planning, executing, capturing and analyzing results on gender and environment. -Existence of an established mechanism for the flow of information to the person or persons responsible for gender and human rights. 	PRODOC, project progress reports, interview notes and, if applicable, project gender strategy or plan and documentation of Free, Prior and Informed Consent.
	Have the development and gender aspects of the project been effectively followed up?	-Integration of the results of the analyses carried out to answer the previous questions and draw a conclusion to answer this question.	Project monitoring system and/or tools and, if applicable, the reports generated from the project, Results Framework, PRODOC, and reports and analysis on gender and interview notes.
	To what extent do the project team and partners assume and comply with the reporting requirements of the AF (if so, how have they addressed poorly rated PPRs)?	<ul style="list-style-type: none"> -Identification of the AF's reporting requirements and the persons responsible for them. -Level of compliance with these requirements by the responsible persons. -If applicable, identification of measures taken to improve project execution. 	Project monitoring system and/or tools and, if applicable, the reports generated by the project, progress reports, Results Framework and PRODOC.
	How have lessons from the adaptive management process been documented, shared with key partners and how have they been internalized by the partners?	<ul style="list-style-type: none"> -Existence of a mechanism to document and share lessons learned from the adaptive project management process. - Existence of a mechanism to internalize lessons learned. 	Project monitoring system and/or tools, if applicable, project reports and knowledge management documents, progress reports, Results Framework and PRODOC.
II. Project implementation and adaptive management Stakeholder engagement	In managing the project, have the necessary and appropriate partnerships with direct and secondary stakeholders been developed and leveraged?	<ul style="list-style-type: none"> -Identification of partnerships with direct and secondary stakeholders foreseen in the PRODOC. - Identification of partnerships with direct and secondary stakeholders achieved during project implementation to date -Identification of new partnerships -Documentation of the effects of the partnerships developed 	PRODOC, project progress reports, interview notes and direct field observation.
	Do local and national government stakeholders support the project's objectives and do they continue to play an active role in project decision-making to support efficient and effective project implementation?	<ul style="list-style-type: none"> -Level of involvement of local and national government stakeholders in project implementation. -Documentation of the impact of partnerships achieved 	PRODOC, project progress reports, interview notes and direct field observation.

	To what extent does stakeholder involvement and public awareness contribute to the achievement of project objectives?	<ul style="list-style-type: none"> -Identification of the actions carried out by the stakeholders within the framework of the project. -Identification of actions carried out by the project to raise public awareness of CCA. - Documentation of the effects generated by these actions 	
	How does the project involve women and girls and other vulnerable groups such as youth, people with disabilities, indigenous peoples and other potentially marginalized groups? Is the project likely to have the same positive and/or negative effects on women and vulnerable groups? Are there any legal, cultural or religious constraints affecting the participation of women and indigenous peoples in the project? What can the project do to enhance its gender and equality benefits?	<ul style="list-style-type: none"> -Identification of actions taken or mechanisms implemented by the project to involve women, girls and other vulnerable groups. -Level of participation of women, girls and other vulnerable groups in project activities. -Identification of legal, cultural or religious barriers that limit the participation of women and indigenous peoples in the project. -Documentation of the effects generated by the participation of women, girls and other vulnerable groups in project activities. -Comparison of the effects generated by the project on men, women, girls and other vulnerable groups. -Identification of cultural, social and/or legal factors that can enhance gender and equality benefits. 	PRODOC, project progress reports, interview notes and, if applicable, project gender strategy or plan and documentation of Free, Prior and Informed Consent and reports or studies conducted on gender and vulnerable groups, including indigenous peoples..
	How does the project engage with rights holders so that they can enjoy their rights and so that duty bearers can fulfill their obligations?	<ul style="list-style-type: none"> -Level of compliance with mitigation measures derived from the environmental and social safeguards analysis and those new measures that arose due to project implementation. -Identification of environmental and social risks that were not identified during the analysis of social, environmental, and human rights protection and compliance impacts, or new risks that have arisen due to the changed context in which the project is implemented. 	PRODOC, project monitoring system or tool, environmental and social safeguards analysis and, if applicable, project gender strategy or plan and documentation of Free, Prior and Informed Consent and reports or studies conducted on gender and vulnerable groups, including indigenous peoples and interview notes.
II. Project implementation and adaptive management	Are the risks identified in the PRODOC, the annual reports/PPRs and the Quantum Risk Register the most important ones? are the risk ratings applied adequate and up to date? Are the types of risks and their risk category included in the latest	<ul style="list-style-type: none"> -Identification of the factors that have limited the project's achievements. -Identification of adaptive measures implemented to address these factors. - Level of effectiveness of adaptive measures implemented 	PRODOC, ToC, project monitoring system or tool, environmental and social safeguards analysis, project progress reports, interview notes and direct observation.

Risk management, including environmental and social safeguards	environmental and social safeguards report valid?	-Identification of limiting factors not identified as risks and therefore not addressed by the project.	
	What is the level of progress in implementing the mitigation measures included in the Environmental and Social Safeguards Analysis?	-Percentage of progress in the implementation of the mitigation measures included in the Environmental and Social Safeguards Analysis.	
	To what extent is the project likely to generate ongoing impacts, positive or negative, intended and unintended, beyond its useful life, taking into account social, institutional, economic and environmental systems?	-Level of compliance with the expected changes and assumptions that should be met in the short term according to the project's Theory of Change and considering the social, institutional, economic and environmental factors that could promote or limit the expected results.	
	Is the intervention sensitive to conflict and fragility, i.e. to what extent does it take into account the political context and the sharing of natural resources?	-Level of effectiveness of the project in identifying new external risks. -Identification of adaptive measures proposed by the project due to external factors that are affecting project implementation.	
II. Project implementation and adaptive management Communication and knowledge management	Is communication regular and effective? Are key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication contribute to stakeholders' awareness of project results and activities and investment in the sustainability of project results?	-Identification of project stakeholders. -Communication mechanisms implemented by the project to report and share relevant information about the project and receive feedback on it, including the media communication and frequency of communications. -Level of stakeholder awareness of the project and its progress. -Identification of actions that stakeholders are planning or implementing to provide continuity to the project actions.	Interview notes, minutes of Board of Directors and National Technical Committee meetings, communication strategy or plan; knowledge products and communication materials or publications produced
	Have appropriate means of communication been or are being established to express the project's progress and expected impact to the public (e.g. social media, project website)? Has the project implemented appropriate public outreach and awareness campaigns)?	-Existence of a communication strategy or plan and budget allocated for its implementation. -Existence of an expert in communication to advise the project on the subject. -If applicable, the level of compliance with the communication strategy or plan. -If there is no communication plan or strategy, identification of the communication actions planned and carried out by the project.	

		-Identification of the target audience for the actions. -Level of visibility of the project according to stakeholders and beneficiary groups.	
	What knowledge activities/outputs has the project developed (based on the approved EF knowledge management approach)?	-Identification of the activities and knowledge products foreseen and developed by the project.	
III. Progress toward results	What is the level of compliance with the indicators of the Results Framework?	-Estimation of the level of compliance with each indicator of the Results Framework.	PRODOC; project Theory of Change; notes from stakeholder interviews; progress reports; financial reports; minutes of Board of Directors and National Technical Advisory Council meetings;
	What are the factors that have promoted the project's achievements so far?	-Identification of the political, financial, institutional, organizational, legal or social factors that have promoted the project's achievements to date.	
	What are the factors that have hindered the project's achievements so far?	-Identification of the political, financial, institutional, organizational, legal or social factors that have hindered the project's achievements to date.	
	How could the benefits achieved by the project so far be scaled up or replicated?	-Identification of the benefits achieved by the project. -Level of ownership of those benefits by the relevant stakeholders -Level of probability that the assumptions underlying those benefits will be maintained according to the project's Theory of Change.	
	To what extent does the project demonstrate that CCA can be scaled up or replicated on a larger scale, as well as in other contexts?	-Existence of demonstration plots and dissemination of success stories of similar projects. -Existence of exchanges of experiences with other beneficiary groups more advanced in restoration processes or commercialization of sustainable products or with other similar projects implemented in other places inside or outside the country with visible results.	Interview notes, direct field observation, knowledge management documents and strategies for knowledge and experience sharing, and publications.
	Have the achievements to date resulted in or could they catalyze future beneficial development impacts that should be included in the project results framework and monitored on an annual basis?	-Identification of beneficial effects for development generated by the project to date or identified in the Theory of Change derived from the project's actions in the medium or long term.	PRODOC, ToC, interview notes, progress reports, project monitoring system or tool.
	To what extent has the project generated or is expected to generate significant higher-level effects, positive or negative, intended or unintended?	-Level of probability that the changes and assumptions to achieve the project's expected impacts will be met based on the changes achieved by the project to date.	

	<p>To what extent does the project have the potential to indirectly lead to changes in systems or norms, and potential effects on people's well-being, human rights, gender equality and the environment?</p>	<p>Identification of the changes that the project could indirectly generate in systems or norms, and potential effects on people's well-being, human rights, gender equality and the environment, and the factors, if any, that are promoting them.</p>	
	<p>Does the project contribute to the livelihoods of the target communities and the health or well-being of the ecosystems on which they depend?</p>	<p>-Identification of the effects generated by the project on the participating beneficiaries, and documentation of possible effects on ecosystems. - Level of likelihood that the project will contribute to the livelihoods of the target communities and the health or well-being of the ecosystems on which they depend, based on the Theory of Change and the project's achievements to date</p>	

Appendix 3. List of documents reviewed

1. Government of El Salvador, 2017a. Estrategia Nacional REDD+ MbA Restauración de Ecosistemas y Paisajes. Available at: <https://cidoc.ambiente.gob.sv/documentos/estrategia-nacional-restauracion-de-ecosistemas-y-paisajes/>
2. Government of El Salvador, 2017b. Plan de Acción de Restauración de Ecosistemas y Paisajes de El Salvador con enfoque de mitigación basada en adaptación 2018-2022. Available at: <https://cidoc.ambiente.gob.sv/documentos/plan-de-accion-de-restauracion-de-ecosistemas-y-paisajes-de-el-salvador-con-enfoque-de-mitigacion-basada-en-adaptacion-proyecto-2018-2022/>
3. Government of El Salvador. 2019. Plan Nacional de Adaptación al Cambio Climático. San Salvador. Available at: <http://rcc.marn.gob.sv/bitstream/handle/123456789/371/PlanNacionalAdaptacionCC.pdf?sequence=1>
4. Government of El Salvador. 2021a. Contribuciones Nacionalmente Determinadas de El Salvador. San Salvador. Available at: <https://unfccc.int/sites/default/files/NDC/2022-06/El%20Salvador%20NDC-%20Updated%20Dic.2021.pdf>
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11. BDO. 2019. Microevaluation Report to the Ministry of Environment and Natural Resources.
12. Corpeño y Asociados. 2022. Report on the implementation of spot checks in the framework of HACT to the project Strengthening climate resilience of rural communities and ecosystems in Ahuachapán-Sur.
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15. UNDP. 2023. Back to Office Report Montserrat Xilotl. Panamá.
16. Project Board Minutes 2021, 2022 and 2023.
17. Communication Plan Proposal. PMU. 2023.
18. Memory Help. August 29, 2023. Meeting between the heads of MARN and UNDP to discuss issues related to the project "Climate resilience in Ahuachapán Sur.
19. PMU. Purchasing Plan 2023.
20. Expenditure execution report. October 2023. Ahuachapán Sur.
21. Advances of the Gender Strategy and Plan. 2023. Ahuachapán Sur
22. PMU. 2023. MARN Gender Disaggregated Report. Year 1 and 2.
23. PMU. 2023. ToR Proposal for Professional Services of gender specialist for the project.
24. Project Work Plans. 2021, 2022 and 2023.
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26. UNDP- Adaptation Fund. Agreement signed between UNDP and the Adaptation Fund.
27. MARN-FIAES. 2021. MARN-FIAES cooperation agreement.
28. Project Document 2022. *Integrated Management and Landscape Restoration in El Salvador*. World Bank.
29. UNDP. El Salvador Country Program Document 2022-2026.
30. PMU. Project performance reports (PPR) 2021 and 2022 (preliminary).
31. PMU. Annual Monitoring Report 2021.
32. Project document of the project Strengthening the climate resilience of rural communities and ecosystems in Ahuachapán-South, in Spanish and English and its annexes.

33. FIAES. Five Community Restoration Plans, 3 of San Benito and 2 for Corozo.
34. FIAES. Five Farm Plans.
35. FIAES. Presentations on methodology and progress of component 1.
36. FIAES. Timeline of disbursements and follow-up processes.
37. FIAES. Justification for cost increase per hectare.
38. FIAES. Restoration monitoring report September 29, 2023.
39. FIAES. Rosita Pacheco's success story.
40. FIAES. Educational material. Water Use and Integrated Water Management.
41. FIAES. List of beneficiaries participating in other initiatives and list of beneficiaries who have participated only in this project.
42. FIAES. Loan approval minutes.
43. UNDP. 2020. Low Value Grants – UNDP Operational Guide.
44. UNDP. 2021. UNDP Theory of Change Guidance.
45. PMU. 2023. Community Seed Bank Report.
46. PMU. Presentation on the progress of Component 2.
47. PMU. Initial Report. Conditions Encountered. Component 2.
48. PMU. Work Plan 2022-2023. CENTA-MARN-UGP.
49. PMU. Estimated seed bank budget.
50. PMU. Concept note of the workshop "Information gathering to characterize the economic vulnerability to droughts and floods in the Department of Ahuachapán".
51. PMU. Concept note. Research, design and prototyping of climate products.
52. PMU. 2022 Annual Climatological Summary.
53. PMU. Tacuba Ahuachapan Indigenous Peoples Plan.
54. PMU. Updated database of 2022 organizations and stakeholders.
55. PMU. Strategy for the governance platform.
56. PMU. Identified TAC candidates.
57. MARN. 2023. Guide for the development, monitoring and follow-up of restoration techniques for natural ecosystems and agroecosystems.
58. MARN. 2023. Guide to environmental offsets in natural ecosystems and agroecosystems.
59. PMU. Memory Help. Planning meeting for the monitoring of restored areas and ecosystems of Ahuachapán.
60. PMU. Presentation of project progress by Maritza Guido.
61. PMU. 2021. Report of the introductory workshop on the project.

Appendix 4. Example of a questionnaire and interview guide

Name:	
Position:	
Institution:	
Date:	

Introduction

- ✓ Confidentiality
- ✓ MTR Objectives

1. What motivated you to participate in the project?
2. What benefits does or will the project generate for you?
3. Has the project had any negative effects on you?
4. Will you continue to apply the practices learned even if you no longer have support from the project? Why?
5. Is there anything that could be improved about the project?

Appendix 5. List of interviewed people

#	Name	Last name	Position	Institution
1	Kryssia	Brade	Deputy Resident Representative	UNDP El Salvador
2	Adriana	Sol	Administrative-Financial Associate	UNDP El Salvador
3	Víctor	Tablas	PNUD Acceleration Laboratory	UNDP El Salvador
4	María Gabriela	González	PNUD Acceleration Laboratory	UNDP El Salvador
5	Joana	Troyano	Senior Project Associate	UNDP Regional
6	Ryna	Avila	Program Officer and Financial Associate + Budget for the Project	UNDP El Salvador
7	Kathy	Castro	Territorial Development Manager	MARN
8	Miguel	Estrada Palacios	Community Liasion Officer	Project Management Unit
9	José Abelardo	Ramos	Governance Coordinator	Project Management Unit
10	Sonia Elena	Larín	Financial Administrator	Project Management Unit
11	Yolanda	Villar	PNUD Gender Specialist	UNDP El Salvador
12	Maritza	Guido Martínez	Project Coordinator	Project Management Unit
13	Miguel	Gallardo	Manager	MARN
14	Roberto	Rodriguez	Director	FUNDESYRAM
15	Pedro	Matamoros	Technician	FUNDESYRAM
16	Guillermo	Almendariz	International Cooperation Projects Follow-up Unit	MARN
17	Patricia	de Calderón	International Cooperation Project Monitoring Technician	MARN
18	Karla	Posada	DEC-monitoring	MARN
19	Walter	Rojas	DEC-monitoring	MARN
20	Claudia	Rodriguez	Technical Management Liaison	MARN
21	Montserrat	Xilotl	Regional Technical Advisor	UNDP Regional
22	Roberto	Cerón Pineda	Hydrology Manager	General Direction of the Observatory of Natural Hazards and Resources
23	Edwin	Escobar	Meteorology Manager	General Direction of the Observatory of Natural Hazards and Resources, MARN
24	Manuel	Escalante	Research Manager	General Direction of the Observatory of Natural Hazards and Resources, MARN

25	Carolina	Rivas Rivas	SAT-ROLA Manager	General Direction of the Observatory of Natural Hazards and Resources, MARN
26	Nidia	Hidalgo	Chairwoman	UNES
27	Manuel	Urbina	Head of Ahuachapán Sur Territory	UNES
28	Jorge	Oviedo	Chief Executive Officer	FIAES
29	Carlos	Pérez	Chief Financial Officer	FIAES
30	Mariano	Pacas	Technical Manager	FIAES
31	Mario	Alarcón	Head of CENTA's Institutional Planning Division	CENTA - National Center of Agricultural and Forestry Technology - Enrique Alvarez Cordoba
32	Nelson	Flores	Restoration Coordinator	Foundation for Socioeconomic Development and Environmental Restoration - FUNDESYRAM
33	Jorge	Hidalgo	Coordinator and Field Technician	ASIOCC
34	Francisca	Orellana	Coordinator and Field Technician	El Bálsamo Association
35	José Roberto	Quiñones	Beneficiaries	San Benito
36	Martha	Molina de Quiñones	Beneficiary's mother	San Benito
37	Oscar	Gómez	Sponsor	FUNDESYRAM, San Benito
38	Álvaro	Pérez	Sponsor	FUNDESYRAM, San Benito
39	David	Escalante Calderon	Beneficiary, ADESCO President	ASIOCC
40	Reyna	Esperanza Leon	Beneficiary	ASIOCC
41	Jorge	Alcides Rivera	Beneficiary	ASIOCC
42	Rosita Dalila	de Vasquez	Beneficiary	ASIOCC
43	José Gabriel	Vazquez	Beneficiary's husband	ASIOCC
44	Mirna	Ramírez	Beneficiary	Agua Fría El Bálsamo
45	Irma	Zetino de Ramírez	Beneficiary	Agua Fría El Bálsamo
46	Olga Janet	Godinez	El Bálsamo Beneficiaries	Caserío Los Encuentros
47	Esperanza	Siciliano Garay	El Bálsamo Beneficiaries	Caserío Los Encuentros
48	José	Hernandez Escobar	El Bálsamo Beneficiaries	Caserío Los Encuentros
49	Ronaldo	Godinez	El Bálsamo Beneficiaries	Caserío Los Encuentros
50	Carmen	Avilez Lopez	El Bálsamo Beneficiaries	Caserío Los Encuentros
51	Henry	Siciliano Herrera	El Bálsamo Beneficiaries	Caserío Los Encuentros
52	Jaime Ovidio	Mangandin Perla	El Bálsamo Beneficiaries	Caserío Los Encuentros
53	Raúl	Gómez Rivera	FUNTA Beneficiaries	Caserío La Máquina
54	Rodolfo	Alonso mleendez	FUNTA Beneficiaries	Caserío La Máquina
55	Ana Rutilia	Castro de Alonso	FUNTA Beneficiaries	Caserío La Máquina
56	Nestor	Tovar	FUNTA Beneficiaries	Caserío La Máquina
57	José	Rodriguez Lara	FUNTA Beneficiaries	Caserío La Máquina

58	Gerson Emanuel	Mulatillo	FUNTA Beneficiaries	Caserío La Máquina
59	Héctor Nestor	Gómez García	FUNTA Beneficiaries	Caserío La Máquina
60	Aroldo Ulises	Gómez	FUNTA Beneficiaries	Caserío La Máquina
61	José Luis	Menendez Salguero	FUNTA Beneficiaries	Caserío La Máquina
62	José	Peña Jimenez	FUNTA Beneficiaries	Caserío La Máquina
63	José Elías	Gomez Peña	FUNTA Beneficiaries	Caserío La Máquina
64	Elmer	Tovar	FUNTA Beneficiaries	Caserío La Máquina
65	Ricardo	Adonay Gomez	FUNTA Beneficiaries	Caserío La Máquina
66	Wilian Enrique	Mulatillo Jimenez	FUNTA Beneficiaries	Caserío La Máquina
67	Noe	Contreras	FUNTA Beneficiaries	Caserío La Máquina
68	Maria Florentina	García Asenso	FUNTA Beneficiaries	Caserío Talpetate 2, Canton Sacramento, San Francisco Menendez
69	Samuel	Tovar Cristales		Caserío Talpetate 2, Canton Sacramento, San Francisco Menendez
70	Rosa	García Cristales	Beneficiaries and FUNTA promoter	Caserío Talpetate 2, Canton Sacramento, San Francisco Menendez
71	Ana	de Tacuba	Beneficiaries and FUNTA promoter	Caserío Talpetate 2, Canton Sacramento, San Francisco Menendez
72	Alejandro	Benjamin Cristales	Beneficiaries and FUNTA promoter	Caserío Talpetate 2, Canton Sacramento, San Francisco Menendez
73	Marco	Linares Aquino		Caserío Talpetate 2, Canton Sacramento, San Francisco Menendez
74	Judith Aidee	Alonso		Caserío Talpetate 2, Canton Sacramento, San Francisco Menendez
75	Melvin	Perez Borja	Beneficiaries and nursery owner FUNTA	Caserío Talpetate 2, Canton Sacramento, San Francisco Menendez
76	Nelly Jamilete	Melendez	Beneficiaries and FUNTA promoter	Caserío Talpetate 2, Canton Sacramento, San Francisco Menendez
77	Ernesto	Paredes	Association Director	FUNTA
78	Juan	Paradas	Project Coordinator	FUNTA
79	Oscar Manuel	Sanchez Alvarado	Technical support	FUNTA
80	Katia	Lopez	Technical support	FUNTA
81	Luis	Cabrera	AGAPE Component 1 Knowledge Management Manager	FIAES
82	Alexander	Zaldaña	Component 1 Coordinator	FIAES
83	Reina	Teban	Financial Assistant Component 1	FIAES
84	Evelin	Castillo	COAL President and Administrator of ACAPAVIS. Vice President COAL	Local Advisory Committees (COAL)
85	Sara	Guardado		Local Advisory Committees (COAL)

86	Omar	Martínez	Chief of Civil Protection of San Francisco Menéndez	Municipal Civil Protection Committee
87	Glenda	Lara	Chairwoman	ACMA
88	Lucia Yamilet	Medina Serrano	Vice-president, climate monitor	ACMA
89	Juan Francisco	Serrano Galdame	Treasurer	ACMA
90	Martín	Guardado	San Francisco Menéndez Environmental Unit	Francisco Menendez Municipality
91	Walberto	Vásquez	Social Projection	Francisco Menendez Municipality
92	Oscar	Barrera	Head of CENTA Extension Agency	CENTA CARA SUCIA
93	Miguel	Siguenza	Head of Extension Agencies Office	CENTA El Peñón
94	Rosita	Lobato	AMBAS Chairwoman	AMBAS y SITIO RAMSAR
95	Eder	Caceros	AMBAS Technician	AMBAS
96	Nelsón	Ramírez	Chief of Civil Protection of Jujutla. Jujutla Environmental Unit	Jujutla Municipality
97	Juan Lorenzo	Martínez Díaz	Board Chairman	Junta de Agua Verdes Manatiales, Guaymango
98	Juan	Navarro	Social guard	Junta de Agua Verdes Manatiales, Guaymango
99	José	Bayes	Legal guard	Junta de Agua Verdes Manatiales, Guaymango
100	Wilson	Escalante Melendez	Administrator	Junta de Agua Verdes Manatiales, Guaymango
101	Leonel Enrique	Martinez Leon	Treasurer	Junta de Agua Verdes Manatiales, Guaymango
102	Jose Enriquez	Alas Ramirez	San Martin Canton	Junta de Agua Verdes Manatiales, Guaymango
103	Luisa	Ortiz	Technician	SOLIDARIDAD CVX
104	Gerardo	Morales	Chief Executive Officer	SOLIDARIDAD CVX
105	Maria Elena	Hernandez Renderos	Member	ACOPAMEG, Women's Association
106	Maria Isabel	Ruiz	Member	ACOPAMEG, Women's Association
107	Patricia	Evelia Leon	Member	ACOPAMEG, Women's Association
108	Ana Maria	Gomez Dueñas	Member	ACOPAMEG, Women's Association
109	Islan Yamilet	Anaya	Member	ACOPAMEG, Women's Association
110	Vilma Gloria	Torres	Member	ACOPAMEG, Women's Association
111	Rosa Maribel	Mendez	Member	ACOPAMEG, Women's Association
112	Orbelina	Zapaton Rauta	Member	ACOPAMEG, Women's Association
113	Luz de Maria	Serrano	Member	ACOPAMEG, Women's Association

114	Carmen	Calderon Siguenza	Member	ACOPAMEG, Women's Association
115	Eduardo	Rodriguez	Regional Chief of CENTA Ahuachapan	CENTA in AHUACHAPAN
116	Rafael	Martinez		CONAMYPE
117	Gabriel	Cortez	Field Technician	MARN
118	Leonel	García	Coordinator leader	Member of the Council of Indigenous Peoples of TACUBA
119	Gregorio	Ramírez	Field Technician	UICN
120	Isabel	Contreras	General Director of DEB	MARN
121	Oscar	Chinchilla	Head of the Logistics Unit	MARN
122	Raúl	Gamez	Head of the Projects area of the Finance Department	MARN
123	Xenia	Peña de Morán	GIRP Project Coordinator	MARN

Appendix 6. MTR Mission Itinerary

Day	Schedule	Name	Institution	Position
San Salvador				
Monday, October 9th. Day 1	09:00 -10:00	Kryssia Brade	United Nations Development Program (UNDP)	Deputy Resident Representative
	10:00 - 11:00	Safety induction course at UNDP		
	11:00 - 12:00	Adriana Sol		Administrative-Financial Associate
	12:30 - 13:30	Lunch		
	13:30 - 14:30	Víctor Tablas and María Gabriela González		UNDP Acceleration Laboratory
	15:00 - 16:00	Joana Troyano		Senior Project Associate
	16:00 -17:00	Ryna Avila		Program Officer and Financial Associate + Budget for the Project
Tuesday, October 10th. Day 2	09:30-10:00	Kathy Castro	MARN Territorial Development Management	Manager
	10:00 - 11:30	Miguel Estrada Palacios	Executing Unit (PMU)	Community Officer
		José Abelardo Ramos		Governance Coordinator
	12:00 - 13:00	Lunch		
	13:00 - 14:00	Sonia Elena Larín	Financial Administrator	
	15:30 - 16:30	Yolanda Villar	UNDP El Salvador	UNDP Gender Specialist
Wednesday, October 11th. Day 3	08:00 - 10:00	Maritza Guido Martínez	Executing Unit (PMU)	Coordinator
	10:00 - 11:30	Miguel Gallardo	Ministry of Environment and Natural Resources	Ecosystems and Biodiversity Directos and National Project Director
	12:00 - 13:00	Roberto Rodriguez and Pedro Matamoros	Foundation for Socioeconomic Development and Environmental Restoration (FUNDESYRAM)	President and Field Technician
	13:00 - 14:00	Lunch		
	13:00 - 14:00	Guillermo Almendariz Patricia de Calderón	Ministry of Environment and Natural Resources	International Cooperation Project Monitoring Unit.

				International Cooperation Project Monitoring Technician
	14:00 - 15:00	Karla Posada and Walter Rojas		(DEC-monitoring)
	15:00 - 16:00	Claudia Rodriguez		Technical Management Liaison
	16:00 - 17:00	Montserrat Xilotl	United Nations Development Program UNDP	Regional Technical Advisor
Thursday, October 12th. Day 4	08:00 - 10:00	Roberto Cerón Pineda Edwin Escobar Manuel Escalante Claudia Carolina Rivas Rivas	MARN General Direction of the Observatory of Natural Hazards and Resources (DOA)	Director of the Observatory of Natural Hazards and Resources. Hydrology Manager. Systems and Maintenance Manager. Meteorology Manager. Research Manager. SAT-ROLA Manager
	10:30 - 11:30	Nidia Hidalgo and Manuel Urbina	UNES: Unidad Ecológica Salvadoreña	Director of UNES. In charge of Ahuachapán Sur Territory.
	12:00 noon	Lunch and transfer to FIAES		
	13:00 - 14:00	Jorge Oviedo – FIAES Director. Carlos Perez – Chief Financial Officer Mariano Pacas – Technical Manager.	FIAES	Executive Director of FIAES. Chief Financial Officer and Technical Manager of FIAES
	14:00 14:30 transfer to CENTA and from 14:30 to 16:00 meeting	Mario Alarcón	(CENTA) National Center of Agricultural and Forestry Technology - Enrique Alvarez Cordoba	Head of CENTA's Institutional Planning Division
		Transfer to Sonsonate and overnight at AGAPE		
Friday, October 13th. Day 5	08:00 - 9:00	Nelson Flores Pedro Matamoros – component 1 San Benito	Foundation for Socioeconomic Development and Environmental Restoration (FUNDESYRAM)	Restoration Coordinators and Field Execution Manager
	10:00 - 11:00	Juan Hidalgo	ASIOCC	Coordinator and Field Technician
	09:00 - 10:00	Francisca Orellana	Asociación El Bálsamo	Coordinator and Field Technician

	11:00 - 15:30	Tour of areas under restoration in San Benito with Alexander Zaldaña, Miguel Estrada and other organizations	FIAES/FA	Coordinator of Component 1 executed by FIAES
	15:30 - 14:15	Transfer to El Corozo in Canton El Corozo		
	14:15 - 17:00	Tour of areas under restoration in El Corozo, accompanied by Alexander Zalazar, Miguel Estrada and other organizations.	FIAES/FA	Coordinator of Component 1 executed by FIAES
	17:00 - 18:00	Transfer to AGAPE		
Saturday, October 14th. Day 6	07:00 breakfast and 08:00 departing to El Jocotillo; 09:00 - 11:00 at El Jocotillo - Viveros	Tour of areas under restoration/nurseries in Jocotillo accompanied by Alexander Zalazar, Miguel Estrada and other organizations.	FIAES/FA	Coordinator of Component 1 executed by FIAES
	11:00 leaving El Jocotillo	12:00 noon – Lunch at El Paraisal		
	13:00	Luis Cabrera	FIAES/FA	AGAPE Component 1 Knowledge Management Manager
	13:30	Alexander Zaldaña and Reina Teban	FIAS/FA	Coordinator Component 1 and Financial Component 1
Sunday, October 15th. Day 7	14:30	Work for the preparation of the presentation of preliminary findings by the evaluator		
		Overnight in Sonsonate		
Monday, October 16th. Day 8	09:00-10:00	Evelin Castillo - Sara Guardado	Local Advisory Committees (COAL)	COAL President and Administrator of ACAPAVIS Vice President COAL
	10:00 -11:00	Omar Martínez	Municipal Civil Protection Committee	Chief of Civil Protection of San Francisco Menéndez
	11:00 - 12:30	Glenda Lara and Magdalena del Cid	ACMA Asociacion Comunitaria para la Gestion y Desarrollo de la Microcuenca El Ahuacate	Chairwoman
	12:30 - 13:30	Lunch at Garita Palmera		

	13:30 - 14:00 transfer. 14:00 meeting at the Mayor's office.	Martín Guardado Walberto Vásquez	Francisco Menendez Municipality	San Francisco Menéndez Environmental Unit. Social Projection
	15:00 - 16:00	Oscar Barrera	CENTA CARA SUCIA	CENTA Extension Agency Chief
	16:00	Transfer to Sonsonate and overnight at AGAPE		
Jujutla				
Tuesday, October 17th. Day 9	09:00 - 10:00	Miguel Siguenza	CENTA El Penón	Head of Extension Agencies Office
	10:30 - 12:00	Rosita Lobato Eder Caceros	AMBAS y SITIO RAMSAR	AMBAS President and AMBAS Technician
	12:00 noon	Lunch at Barra de Santiago		
	13:30 - 15:30	Nelsón Ramírez	Jujutla Municipality	Chief of Civil Protection of Jujutla Jujutla Environmental Unit
	16:00 - 17:00	Agua de Verdes Manantiales Board Chairman	Guaymango	Agua de Verdes Manantiales Board
	17:00 transfer to Sonsonate	AGAPE / last night at AGAPE /		
Guaymango				
Wednesday, October 18th. Day 10	09:00 - 10:00	Luisa Ortiz		SOLIDARITY Technician
	10:00 - 11:00	Members of ACOPAMEG Women's Cooperative Assoc.	Asociación Cooperativa de Mujeres de Guaymango (ACOPAMEG)	ACOPAMEG Chairwoman
	12:30 - 13:30	Almuerzo		
	13:30 - 14:30	Eduardo Rodriguez	CENTA en AHUACHAPAN	Regional Chief of CENTA Ahuachapan
	15:00 - 16:00	Rafael Martínez	CONAMYPE	Technician
	13:30 - 14:30	Traslado a Apaneca		
TACUBA-APANECA				
Thursday, October	08:30 – 09:30	Participation in DOA-Community Network meeting		
	10:00 - 11:00	Gabriel Cortez	MARN	Territorial technician

19th. Day 11	11:00 - 12:00	Leonel Garcia confirmed	Member of the Council of Indigenous Peoples of TACUBA	Coordinator leader
	12:00 - 13:00	Gregorio Ramírez	(IUCN) Unión Internacional para la Conservación de la Naturaleza	Territorial Technical Advisor
	13:00 - 14:00	Lunch		
	15:00 a 16:00	Participation in the closing network meeting of the DOA-Community		
San Salvador				
Friday, October 20th. Day 12	09:00 -10:00	Isabel Contreras	MARN	General Director of DEB
	10:00 - 10:45	Sonia Larin		Administrative Assistant PMU
	11:00 - 11:30	Oscar Chinchilla		Head of the Logistics Unit
	11:30 - 12:00	Raul Gamez		Head of the Projects area of the Finance Department

Appendix 7. Observations on some indicators of the Results Framework

Level in the Results Framework	Indicator	Goal	Observations
Project objective	Number of households in San Francisco Menendez that are vulnerable to weather-related events (disaggregated by those headed by women).	a) At the end of the project, 6,396 households (100% of rural households of which approximately 1,152 are headed by women) in San Francisco Menendez benefited from the project, thereby reducing vulnerability and increasing the resilience of communities and natural ecosystems to climate variability and change.	The indicator is not specific, as it does not indicate the type of households to which it refers and is also inconsistent with its target, since it would be logical to think that if the indicator is number of vulnerable households, the target should be zero vulnerable households. In addition, the generality of the target does not allow it to be measured accurately, i.e. it is not clear what benefits it refers to and whether they are direct or indirect. The project does not keep a record of the households benefited to date. Considering that one beneficiary could be the equivalent of one household, so far the project has benefited 286 households. Perhaps the benefit conceptualized is indirect, but the indicator does not express it in that way and does not explain how the baseline was estimated. The indicator could be adjusted by mentioning that these are rural households that have benefited indirectly from the restorations carried out by the project. However, the baseline should be supported, if possible, with a calculation that technically demonstrates the area of indirect influence of the restorations.
	Number of local livelihood diversification and income generation models systematized and consolidated for use by producers.	At least 6 technological packages and 3 market studies have generated local diversification models that have been transmitted to at least 80 small producers'	The target includes up to 4 parameters to measure, which makes it complex and difficult to measure, as it is not clear if all parameters have the same weight or if some are more important than others. At this level what is required are more strategic indicators. Such as: Number of products

		cooperatives, 16 of which are women's cooperatives.	or microenterprises with new markets and/or number of small producers implementing climate change resilient production systems.
	Development of climate information products that enhance the adaptive capacities of communities.	5 products based on an enhanced capability to measure and produce locally specific hydro-meteorological alert products.	The description of the indicator is not precise, since it corresponds to the description of a result/product and does not specify what the indicator will measure. In addition, it should be ensured that there is horizontal logic between the indicator description and the target.
	Access to adaptation planning tools for municipalities	1 local adaptation plan developed and simplified in municipal planning instruments	The description of the indicator is not precise, since it corresponds to the description of a result/product and does not specify what the indicator will measure. In addition, it should be ensured that there is horizontal logic between the indicator description and the target.
Outcome 1.	Hectares of land under restoration, which helps to reduce vulnerability to climate change and variability.	-By the end of the project implementation cycle, 3,864 ha of forest landscape will be under restoration. - 100% of the productive area managed through community restoration plans will have agrosilvopastoral practices implemented.	There is no unequivocal relationship between indicator and target, as the indicator has two targets. There is also an opportunity to improve the description of the indicator.
Output 1.1	Community restoration plans established for the sustainable management of 3,864 ha of forest landscape.	65 community restoration plans established with documented management agreements for sustainable landscape management.	There is an opportunity to improve the horizontal logic. Product description could be: Community restoration plans established with documented management agreements for sustainable forest landscape management. An appropriate indicator description could be: Number of community restoration plans with management agreements. The

			target would be: 65 community restoration plans with management agreements.
Indicator 1 for Outcome 2; Indicators 1 and 2 for Outcome 3; and Indicator for Outcome 4, and Output 4.1			There is an opportunity to improve the horizontal logic between indicator and target.
Outputs: 1.2, 1.3, 1.4, 2.1, 2.2, 3.1, 3.2, 4.2 y 4.3			The description of the indicator is missing, considering that the description included in the "indicator" column corresponds more to the description of the output. It should be ensured that the indicator description has horizontal logic with its target. In addition, outputs 1.3, 3.1 and 4.2 have only one indicator with two or more targets, so there is no unequivocal relationship between indicator and target.
Indicator 2 of Outcome 1	Establishment of a local seed bank for access to locally appropriate drought- and flood-resilience seeds	A local seed bank will be established in San Francisco Menendez to provide access to appropriate local drought and flood resilient seeds.	The target is not congruent with the number of seed banks indicated in the project strategy, which total 65 banks. The description of the indicator is not precise, because it corresponds to the description of the output and does not specify what the indicator will measure.

Appendix 8. Progress Towards Results Matrix

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
To reduce the vulnerability of communities and of natural ecosystems in San Francisco Menendez to weather-related events drought risk, soil erosion, and sudden onset of precipitation associated with climate change and variability.	Number of households in San Francisco Menendez that are vulnerable to weather-related events (disaggregated by those headed by women).	6,396 rural households vulnerable (1152 headed by women)	Overall project rating: Implementing Entity (UNDP): Satisfactory Implementing Entity (Project Coordinator): Satisfactory Executing Partner (MARN): Satisfactory	a) At By the end of the project, 6,396 households (100% of rural households of which approximately 1152 are headed by women) in San Francisco Menendez benefitted from the project therefore, reducing vulnerability and increasing resilience of communities and natural ecosystems to climate variability and change.		It was not possible to measure progress in meeting the goal.	The indicator and target have a design problem, as the indicator is not specific and is inconsistent with its target. In addition, according to the information provided, the project only records the number of producers benefitted through the restoration process initiated, which amounts to 282 people (FIAES Restoration Monitoring Report, with data up to September 2023), but the number of households is not recorded, so it was not possible to try to estimate the progress. Under the assumption that one beneficiary represents one household, the progress so far could be 4.4%. It is also unclear how the baseline was established, which could help to better understand what the indicator is trying to measure. Therefore, it is not possible to determine the progress in meeting the project's objective, and therefore, there are no elements to determine the feasibility of meeting the project's objective in the remaining time.
	Number of local livelihood diversification	0 - lack of diversification in		At least 6 technological packages and 3 market studies have generated			No progress has been made on the technological packages and the market studies. The main

Project objective	Indicator	Base Line	Level in 1st PPR^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
	and income generation models systematized and consolidated for use by producers	agriculture, livelihood means		local diversification models that have been transmitted to at least 80 small holder cooperatives, of which 16 are women cooperatives.		Moderately unsatisfactory	barriers that are holding up progress are the administrative processes for hiring the consultants who will generate the key information, and the lack of clarity on how the issue will be addressed to comply with the market studies, since a change was proposed to the initially planned way to address this outcome. The new strategy is under discussion between the PMU, MARN and UNDP. Given this uncertainty, there are no elements to determine whether the target will be met in the time remaining and with the project resources available to do so.
	Development of climate information products that enhances adaptive capacities of communities	1 basic early warning alerts. This being at the national level only		5 products based on improved capacity to measure and produce locally specific hydro meteorological alert products		Moderately unsatisfactory	Two telemetric hydrometric stations and two telemetric meteorological stations, which will generate data for the climate products, have been purchased. The stations are in the process of being installed. A concept note for the development of the climate products is available as a result of collaboration with the UNDP Innovation Lab. The type of products to be developed is not yet clear. The main barriers that have prevented more substantive progress in meeting the goal have been the extensive administrative processes for the

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
							acquisition of the stations, and the hiring of the technicians that support and will support the monitoring and research activities. According to the interviews and considering the delay in the planned activities, it will not be possible to meet this goal in the remaining time of the project.
	Access to adaptation planning instruments for municipalities	0		1 local adaptation plan developed and streamlined into municipal planning instruments		Moderately unsatisfactory	The progress that has been made in this regard is the contact established with the Unidad Ecológica Salvadoreña (UNES), which recently prepared an adaptation plan for the municipality of San Francisco Menéndez. It is important to mention that the fulfillment of this indicator depends on the development of a vulnerability study foreseen in product 4.2, of which there is still no progress, thus impeding progress in the fulfillment of this goal. Another barrier is the municipal restructuring that will come into effect in March 2024, as it will imply a readjustment in the Results Framework to include the new denomination that the areas intervened by the project will have and a new conceptualization of the adaptation plan, considering that the current

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
							municipalities will become districts with different attributions and scopes than the current ones. It is also important to mention that the Integrated Management and Landscape Restoration in El Salvador project, implemented by the World Bank, has the goal of developing an adaptation plan, so it is important to create synergies for the development of the plan. Although it is considered that the development of the plan will not start from scratch, the barriers identified are important and therefore could result in the plan not being ready in the remaining time of the project.
Component 1: Increased Climate Change resilience through Ecosystem-based Adaptation							
Outcome 1. Critical ecosystem services in forest landscapes are restored and enhanced to better manage climate change impacts	Hectares of land under restoration, helping reduce vulnerability to climate variability and change	23,635 Ha	Implementing Entity (UNDP): Marginally satisfactory Implementing Entity (Project Coordinator): Satisfactory Executing Partner (MARN): Satisfactory	By the end of the project implementation cycle, 3,864 ha of forest landscape will be under restoration		Moderately satisfactory	According to what was reported by the organizations and in the presentation given by FIAES on October 11, 466 ha are already in the process of restoration (12% of the goal) in the cantons of Agua Fría, San Benito and El Corozo. Additionally, 1,050 ha have been awarded for work through a second call for proposals. If the work of this second call for proposals is completed, 39% of the goal would be met. However, three important barriers have

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
							been identified that may impede progress in meeting the goal: 1) the use of the small grants scheme, which would make the restoration operations unfeasible; 2) insufficient resources due to the increase in restoration costs per ha; and 3) lack of resources due to the delay in making disbursements to FIAES. Because addressing these barriers could lead to major operational changes (e.g., contracting of FIAES by MARN) and a substantive budget revision, it is considered likely that this target cannot be met in the time remaining in the project. Technical note: A discrepancy was identified between the information presented by FIAES during the assessment and that available in its restoration monitoring database (dated up to September 29, 2023), mainly for restoration carried out by ASIOCC.
				100% of productive area being managed through community restoration plans will have agro-silvopastoral practices implemented.		Moderately satisfactory	This indicator seems redundant considering that the target is included in both the previous indicator and product 1.3. However, it was found that the transition area is working with productive management, which included silvo pastoral practices.

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
							The barriers and the feasibility of meeting this target in the remaining time of the project are the same as those indicated for Output 1.
Output 1.1	Community restoration plans established for sustainable landscape management of 3,864 Ha of forest landscape	0		65 community restoration plans established with management agreements documented for sustainable landscape management		Satisfactory	FIAES developed the 65 community plans with management agreements that were reviewed and approved by MARN and UNDP. Fulfillment of this product was the basis for progress in the fulfillment of products 1.2, 1.3 and 1.4. The development of these community plans to promote participation and legitimization of the project's work is considered a good practice. Given the economic barriers mentioned for Product 1, it is considered that it would not be feasible to replicate this work to cover more areas to be restored.
Output 1.2	Restoration of critical ecosystems within forest landscapes to improve ecosystem services for landscape climate resilience	0		Restoration of 284.52 Ha of riparian forests to improve ecosystem services for landscape resilience		Moderately satisfactory	According to the presentation provided by FIAES for the evaluation, progress has been made in 57 ha, i.e. 20% compliance. With the second call issued, 98 ha are expected to be obtained, which would total 155 ha (55% compliance). The barriers and feasibility of meeting this goal in the remaining time of the project are the same as those indicated for Result 1.

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
				Restoration of 141 Ha of mangrove forest to improve ecosystem services for landscape resilience		Not yet measurable.	Since the watershed approach is being used, this restoration in the lower watershed has not yet been initiated. The barriers and feasibility of meeting this goal in the time remaining in the project are the same as indicated for Result 1.
Output 1.3	Critical forest landscape transition areas under sustainable productive management for enhanced climate resilience	0		2,708 Ha of agroforestry for basic grains established		Moderately satisfactory	According to the work completed through call 1, 282 ha of Agroforestry Systems of Basic Grains were reported, so the progress is 10%. With the second call for proposals, it is expected that an additional 762 ha will be achieved, totaling 1,044 ha (39%). The barriers and feasibility of meeting this goal in the remaining time of the project are the same as those indicated for Result 1.
				664 Ha of silvo pastoral systems established		Moderately satisfactory	According to the results of the first call, 60 ha of silvopastoral systems were reported, so the progress is 9% . With the second call for proposals it is expected that an additional 190 ha will be achieved, totaling 250 ha (38%). The barriers and the feasibility of meeting this goal in the remaining time of the project are the same as those indicated for Result 1.

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
				67 Ha of Agroforestry systems for coffee and cacao established		Satisfactory	Through the contract with FUNDESRYRAM and as reported by the project, the 67 ha of SAF Café were achieved. Through the seed banks that are planned to be built and operated as part of component 2, this work could be replicated by the same communities in additional areas to the 67 ha covered.
Output 1.4	Enhanced water flow regulation in the intervention areas as measured through community governance mechanisms	0		All community restoration plans will have improved water management and monitoring practices		Moderately satisfactory	Since there is no description of the indicator, it is difficult to determine what exactly the target measures. Although the project has implemented various water management measures, these were not fully included in the community plans. Five community plans were reviewed and while four of them indicated the construction of rainwater reservoirs, none of the five indicated water monitoring actions.
Component 2: Alternative and adapted livelihoods identified and made viable for resilient livelihoods							
Outcome 2. Local livelihood diversification and income generation models are implemented building local	Number of productive groups (cooperatives and associations those favoring women producers) in	0	Implementing Entity (UNDP): Satisfactory Implementing Entity (Project Coordinator): Satisfactory	By the end of the project, 83 cooperatives (of which 16 favor women) will benefit from the increased capacity generated by the extension support		Moderately unsatisfactory	There is also an opportunity to make this indicator and target more precise. A number of cooperatives and associations have been identified in the intervention area, including some made up of women. Some meetings of the agricultural roundtables have also been

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
resilience to climate change	San Francisco Menendez that benefit from the introduction of diversified agriculture, livelihood strategies and options		Executing Partner (MARN): Satisfactory	provided as a result of the project.			facilitated and a link has been established with the National Commission for Micro and Small Enterprises (CONAMYPE), but progress has not yet been substantive. According to the mapping of actors that was updated, the figure of cooperatives is no longer customary; now it is referred to as associations, so the Results Framework would have to be adapted to include this new denomination. The main barrier that is holding up progress is the lack of clarity about the way in which the issue will be addressed to comply with the market studies, since a change was proposed to the initially planned way to address this result. The new strategy is under discussion between the PMU, MARN and UNDP. Given this uncertainty, there are no elements to determine whether the goal will be met in the remaining time of the project and with the resources available to do so.
	Establishment of a local seed bank for access to locally appropriate seeds resilient	0		1 local seed bank will be established in San Francisco Menendez to provide access to locally appropriate r		Moderately unsatisfactory	There is an inconsistency in the target, since the project strategy indicates 65 community seed banks and the target for this indicator only indicates one bank. The target needs to be corrected.

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
	to drought and flooding			seeds resilient to drought and flooding			In any case, there is a joint work plan with CENTA, which selected and trained producers on seed banks in Ahuachapán, Cara Sucia and El Peñón. Meetings were held to socialize the project and the seed centers to be built were budgeted and designed, which will total 34 community seed banks, and construction began on one of them in Ahuachapán. However, work was suspended due to the lack of a signed agreement between CENTA and MARN to formalize the collaboration, which is the main barrier to progress. In December 2023 it was reported that the Agreement had already been signed by MARN, but CENTA requested a modification to its content, so the process of signing by both entities will begin again. If the agreement is signed in 2023 or early 2024, the goal can be achieved in the remaining time of the project.
Output 2.1	Number of alternative crops/practices introduced as result of project interventions	0		At least 6 climate resilient products/practices have been identified and packaged into technological packages. From these 1 favors women.		Moderately unsatisfactory	To date, the 6 products/practices have not been identified. ToRs are in place for the hiring of consultants to carry out this work. The ToR review process has been significantly delayed, making it the main barrier to progress on this product. It is uncertain when

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
							the TOR will be approved, so it is also uncertain whether the goal will be met in the remaining time of the project and with the available resources.
Output 2.2	Number of high value market chains identified for diversified livelihoods strategies	0		Three market studies (produced by systematizing information on diversified livelihoods, identifying entry points to new markets, increasing livelihood diversification in the intervention areas). Of these, 1 market study is developed to target women producers, organizations and associations.		Moderately unsatisfactory	No progress has been made in the preparation of market studies. The same barriers and compliance conditions are identified as indicated for Result 2.
Component 3 Regional Climate and Hydrological Monitoring for Enhanced Adaptation Planning							
Outcome 3. Enhanced capacity to generate relevant climate and hydrological information to address the impact of climate change on natural resources in	Enhanced capacity of Observatorio Ambiental measured by the generation of improved climate products relevant at the local level	0	Implementing Entity (UNDP): Satisfactory Implementing Entity (Project Coordinator): Satisfactory Executing Partner (MARN): Satisfactory	5 new climate products developed by the Observatorio Ambiental targeted to South Ahuachapán. 1 knowledge product targeted to women.		Moderately unsatisfactory	Two telemetric hydrometric stations and two telemetric meteorological stations, which will generate data for the climate products, have been purchased. The stations are in the process of being installed. There is a concept note for research, design and prototyping of the climate products, as a result of collaboration with the UNDP Innovation Lab, and interactive maps and a dashboard have been

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
South Ahuachapán.							produced. It is not yet clear what type of products will be developed. As indicated above, the main barrier to progress has been the extensive administrative processes for the acquisition of the stations and the hiring of the technicians who support and will support the monitoring and research activities. According to the interviews and given the delay of this result, it is considered that it will not be possible to meet this goal in the remaining time of the project.
	Geographical area with access to improved climate information services	0		98,016 people (disaggregated by gender) within the four municipalities of South Ahuachapán have access to climate information services		Moderately unsatisfactory	This indicator has a lack of horizontal logic between the indicator and the target. The DOA progress recorded to meet the target is: holding socialization meetings and a workshop with community networks of climate observers, among other local stakeholders, on October 19, 2023, to strengthen the social fabric and communication with the MARN, as these would potentially be the users, among others, of climate products. In order for the indicated number of people to have access to climate information, the climate products indicated in the previous indicator must be developed; therefore, the limited progress

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
							that has been made in these products constitutes a barrier to progress on this Result target.
Output 3.1	Capacity to identify and monitor the impact of restoration actions in South Ahuachapán as effective EBA actions	0		1 Completed conceptual model of the ESA-01 aquifer, including hydric balances and aquifer recharge capacity		Moderately unsatisfactory	Progress has been made in conducting inventories of Water Boards and their training; in hydrological modeling and inventories of wells and springs. Hydrometric measurements have not yet been initiated and therefore, hydrological information has not yet been generated. The main barriers that have prevented further progress are the late start of the work, the administrative time it took to hire the specialist to perform the measurements, and the lack of access to the equipment purchased to perform the measurements due to a problem in the acquisition process identified by the MARN warehouse area. This product can be achieved in the remaining time of the project; however, its delay affected the realization of the climate products that will not be developed in the time established by the project.

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
				1 Hydrological flow assessment of the Rio Paz		Moderately unsatisfactory	A consultant was hired to carry out these measurements, but due to the barriers indicated in the previous goal, the evaluation has not yet begun. This output will also be achieved in the remaining time of the project; however, its delay affected the completion of the climate outputs, which will not be achieved in the remaining time of the project.
				Establishment of indicators to monitor the impact of restoration interventions as EBA (impact on aquifer and flow assessment)		Moderately unsatisfactory	ToRs were prepared to hire a person to develop/propose the indicators. The ToR will be submitted for review by MARN's legal area in November 2023. Given that the specialist will require inputs from other DOA activities, it was indicated that it is not yet appropriate to initiate this activity. However, it was identified that MARN has proposed the use of a methodology to measure the effect of restorations, which is linked to the monitoring that is intended to be done under this product. However, there has been no dialogue with the DOA to link these monitoring activities and design an integral strategy to carry out this work. Thus, the main barrier identified is the lack of comprehensive planning with the relevant stakeholders to determine the best way to

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
							address this issue by pooling the resources foreseen in the project for this purpose. Given the lack of clarity on how this issue will be addressed, it is not possible to determine whether this product can be obtained in the time remaining in the project.1
Output 3.2	Uptake of generated hydro meteorological information	0		At least 40% of the rural population (51% of which are women) in the four municipalities in South Ahuachapán make use of the climate information being provided to the region		Moderately unsatisfactory	Both the indicator and the target lack specificity. It is not clear from what source the size of the rural population will be taken to determine whether or not the target was met. Given the similarity between this target and that stated in the second indicator of Result 3, the barriers identified for the latter indicator are valid for this indicator.
Component 4: Strengthened inter-institutional coordination and local governance for landscape management in the face of climate variability and change							
Outcome 4. Local institutions and governance mechanisms with enhanced capacities to implement adaptation measures and manage climate change.	The incorporation of adaptation measures as identified by the local adaptation plan into municipal planning instruments.	0	Implementing Entity (UNDP): Satisfactory Executing Entity (Project Coordinator): Marginally satisfactory Executing Partner (MARN):	Incorporation of climate adaptation measures into at least 1 municipal planning instrument in 4 municipalities located in South Ahuachapán		Moderately unsatisfactory	Progress has been made with the socialization of the project among the municipalities that make up the intervention area: San Francisco Menéndez, Guaymango, Jujutla and San Pedro Puxtla, and as a result of the project start-up workshop, the municipality of Tacuba was also included, at the request of the Council of Indigenous Peoples of Tacuba. No substantive progress has been made on this product. One of the

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
			Marginally Satisfactory				<p>barriers identified for substantive progress is the lack of progress in the development of the local adaptation plan, which in turn is conditioned to the completion of the vulnerability study indicated in product 4.2, of which no progress has been made. Another important barrier identified is the municipal restructuring that will come into effect in March 2024, since it will imply a readjustment in the Results Framework to include the new denomination that the areas intervened by the project will have, considering that the current municipalities will become districts with different attributions and scopes than the current ones. In this sense, this goal will require adjustment. This restructuring will also lead to a new conceptualization of the local adaptation plan. It is also important to mention that the Integrated Management and Landscape Restoration in El Salvador project, implemented by the World Bank, will carry out an adaptation plan, so it is important to make synergy with it. Although it is considered that the preparation of the plan will not start from scratch, the barriers identified are important and</p>

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
							therefore, could result in the plan not being ready in the remaining time of the project.
Output 4.1	Number of municipalities with capacity to assess technical information and promote measures to manage climate change at a territorial level	0		4 municipalities benefiting from a TAC to assess and disseminate information (clearing house) for managing climate change at a territorial level		Moderately unsatisfactory	There is a strategy in place to form the TAC, although it is also proposed that the Local Advisory Committee (COAL) serve as the TAC, for which its technical capacities would need to be strengthened. The barrier identified to progress on this goal is the lack of clarity in the route to follow and the lack of concreteness of the activities planned to form the TAC.
Output 4.2	Planning tools developed to address climate vulnerabilities of Ahuachapán Sur	0		A One climate vulnerability assessment of the four municipalities in south Ahuachapán. Vulnerability assessment considers how climate change impacts women		Moderately unsatisfactory	This evaluation is expected to be conducted by the DOA. No progress has been made to date. The barriers identified for Result 3 also apply to this output. Despite the delay in Result 3, it is considered that this evaluation can be carried out in the remaining time of the project.
				One local climate adaptation plan of the four municipalities in south Ahuachapán		Moderately unsatisfactory	Progress on this product has already been reported in Indicator 4 of the Project Objective.
Output 4.3	Enhanced capacity to capture climate finance from diverse sources and to identify adaptation investments	0		At least 5 local organizations with enhanced capacity to attract climate finance and identify adaptation projects. One local		Moderately unsatisfactory	The database of local stakeholders was updated and through a collaboration with the International Union for Conservation of Nature (IUCN), the project is supporting the logistics of the project

Project objective	Indicator	Base Line	Level in 1st PPR ^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
				organization will target women.			<p>formulation workshop. Progress has also been made in strengthening certain organizations, including COAL, Water Boards and other organizations, through logistical support for meetings or the preparation of their operating manual to legalize their constitution. We have also worked with the Council of Pre-Mayan Indigenous Peoples of Tacuba by carrying out a study on the revalorization of traditions through orality and the proposal for a Municipal Ordinance for the Defense of the Rights of Indigenous Peoples. The main barriers that hinder substantive progress are the lack of effective planning, technical robustness and concretion of activities. It should be noted that these advances are not based on a diagnosis of the organizations or on a strategy to guide the work to strengthen capacities to mobilize climate finance, nor is the work done systematized or documented. There has also been a lack of continuity in the actions initiated (e.g., a course on project management with a gender approach). If these barriers can be overcome, this product could be</p>

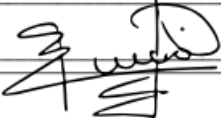
Project objective	Indicator	Base Line	Level in 1st PPR^a	End-of-project goals	Mid-Term Evaluation	Achievement ratings	Justification of the rating
							obtained in the remaining time of the project.

Appendix 9. Rating scales

Ratings for Progress Towards Results	
Highly satisfactory (HS)	The objective/outcome is expected to meet or exceed all of its targets by the end of the project, with no major shortcomings. Progress towards the objective/outcome can be presented as "good practice".
Satisfactory (S)	The target/outcome is expected to achieve most of its goals by the end of the project, with only minor shortcomings.
Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
Moderately Unsatisfactory (MU)	The target/result is expected to achieve its goals at the end of the project with significant shortcomings.
Unsatisfactory (U)	It is expected that the target/outcome will not achieve most of its goals by the end of the project.
Highly unsatisfactory (HU)	The objective/outcome has not achieved its mid-term goals and is not expected to achieve any of its goals by the end of the project.

Qualification for project implementation and adaptive management	
Highly Satisfactory (HS)	Implementation of all seven components (management arrangements, work planning, financing and co-financing, project-level monitoring and evaluation systems, stakeholder involvement, reporting and communications) is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project execution and adaptive management, except for a few that are subject to corrective actions.
Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project execution and adaptive management, while some components require corrective actions.
Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptation, and most of the components require corrective actions.
Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project execution and adaptive management.
Highly unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project execution and adaptive management.

Appendix 10. Signed UNEG Code of Conduct Form

<p>Evaluators/Consultants:</p> <ol style="list-style-type: none">1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings, and recommendations.7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.9. Must confirm that they have not been involved in designing, executing, or advising on the project being evaluated. <p>MTR Consultant Agreement Form</p> <p>Agreement to abide by the Code of Conduct for Evaluation in the UN System:</p> <p>Name of Consultant: <u> Teresita Romero Torres </u></p> <p>Name of Consultancy Organization (where relevant): <u> No aplica </u></p> <p>I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.</p> <p>Signed at <u> Mexico city </u> (Place) on <u> November 21, 2023 </u> (Date)</p> <p>Signature: <u>  </u></p>

Appendix 11. Signed MTR Final Report Approval Form

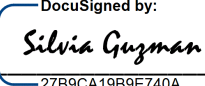
MTR Report Clearance Form

(to be completed and signed by the Commissioning Unit and RTA and included in the final document)

Midterm Review Report Reviewed and Cleared by:

Commissioning Unit (M&E Focal Point)

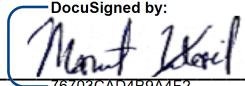
Name: Silvia Guzman

Signature: 
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Date: 11-Jan-2024

Regional Technical Advisor

Name: Montserrat Xilotl

Signature: 
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Date: 10-Jan-2024