

Terminal Evaluation

Project: “Conservation and sustainable use of biodiversity in coastal marine production landscapes”

Final Report

GEF Project ID: 9804

PNUD Project ID (PIMS # 5750)

Atlas Project ID: 00099240

Implementing Agency: United Nation Development Programme (UNDP)

Project Executor: Ministry of Environment (MiAMBIENTE)

Region: Latin America and The Caribbean

Country: Panama

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International Evaluator

José Galindo

jose@mentefactura.com

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II. ACRONYMS AND ABBREVIATIONS

AICHI Goals	They refer to compliance with the 2011-2020 Strategic Biodiversity Plan
AMP	Panamanian Maritime Authority (Acronym in Spanish)
ARAP	Panamanian Office of Aquatic Resources (Acronym in Spanish)
ATP	Panamanian Tourism Authority (Acronym in Spanish)
AWP	Annual Work Plan
CPUE	Catch per unit of effort (Acronym in Spanish)
DICOMAR	Directorate of Coasts and Seas (Acronym in Spanish)
EAC	Environmental Advisory Committees
EMP	Environmental Management Plan
GEF	Global Environmental Facility
IA	Implementing Agency
IBA	Important Bird Areas
KBA	Key Biodiversity Areas
M&E	Monitoring and Evaluation
MiAMBIENTE	Ministry of Environment (Acronym in Spanish)
MIDA	Ministry of Agricultural Development (Acronym in Spanish)
MiPyME	Micro, Small, and Medium-Sized Businesses (Acronym in Spanish)
MIVIOT	Ministry of Housing and Territorial Planning (Acronym in Spanish)
NGOs	Non-governmental Organization
PCU	Project Coordination Unit
PIR	Project Implementation Report
ProDoc	Project Document
RTA	Regional Technical Advisor
SAI	Interinstitutional Environment System (Acronym in Spanish)
SDG	Sustainable Development Goals
SESP	Social and Environmental Screening Procedure

SGP	Small Grants Program
SINIA	Environmental Information National System (Acronym in Spanish)
TE	Terminal Evaluation
ToR	Terms of Reference
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
WC	Watershed Committees
ZEMMC	Coastal Marine Special Management Areas (Acronym in Spanish)

Table 1 Project information

Project Title	Conservation and sustainable use of biodiversity in coastal marine production landscapes		
GEF Project ID:	9804	PIF Approval Date:	March 20, 2017
UNDP Project ID (PIMS #):	5750	CEO Endorsement Date (FSP) / Approval date (MSP):	April 11, 2018
UNDP Atlas Business Unit, Award ID, Project ID:	00099240	ProDoc Signature Date:	September 20, 2018
Country/Countries:	Panama	Date Project Overseer seconded: Project Manager hired:	Coordinator 1 February 11, 2019 to February 10, 2020 Coordinator 2 March 23, 2020
Region:	Latin America and the Caribbean	Inception Workshop Date:	March 27, 2019
Focal Area:	Biodiversity	Mid-Term Review Completion Date:	N/A
GEF Operational Programme or Strategic Priorities/ Objectives:		Revised Expected Terminal Evaluation completion date	June 20, 2022
Trust Fund:	GEF Trust Fund	Planned Operational Closure Date:	September 20, 2022
Implementing Partner:	Ministry of Environment (MiAMBIENTE, Acronym in Spanish)		
Financial Information			
PDF/PPG	At approval (US\$M)		At PDF/PPG completion (US\$M)
GEF PDF/PPG grants for project preparation	45,662		45,662
Co-financing for project preparation	0		0
Project	at CEO Endorsement (US\$M)		At TE (US\$M)
[1] Government (parallel funding)	4,878,270		3,145,736
[2] UNDP contribution:	724,938		217,449
[3] SGP			210,000
[4] Other beneficiary governmental entities			28,738
[5] Private Sector			26,637
[6] Civil Society Organizations			29,759
[7] Total co-financing [1 + 2 + 3 + 4 + 5 + 6]:	5,603,208		3,688,357
[8] Total GEF funding	1,780,822		1,365,784
[9] Total project financing [7 + 8].	7,384,030		5,054,141

Terminal Evaluation: Project "Conservation and sustainable use of biodiversity in coastal marine production landscapes"

III. EXECUTIVE SUMMARY

Project Description

1. This is a National Implementation Modality project, executed by the Ministry of Environment with the support of the United Nations Development Program (UNDP), in its capacity as GEF Implementation Agency.
2. The project's objective is to mainstream the conservation and sustainable use of biodiversity into production land/seascapes for the comprehensive environmental management of coastal marine areas and for the benefit of the coastal population.
3. The project focuses on three outcomes: 1) Strengthen the regulatory and institutional frameworks; 2) Integrate the environmental management of the target ZEMMC in the southern part of the Azuero Peninsula; and 3) Gender Mainstreaming, Knowledge Management and Learning.
4. The project has an entire duration of four years between 2018 and 2022, with a closing date initially scheduled for September 20th, 2022. The amount allocated by the GEF was \$1,780,822 USD; with a co-financing commitment of \$5,603,208 USD.

Table 2 Evaluation ratings

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	Moderately Satisfactory (MS)
M&E Plan Implementation	Moderately Unsatisfactory (MU):
Overall Quality of M&E	Moderately Unsatisfactory (MU):
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	Moderately Satisfactory (MS)
Quality of Implementing Partner Execution	Moderately Satisfactory (MS)
Overall quality of Implementation/Execution	Moderately Satisfactory (MS)
Assessment of Outcomes	Rating
Relevance	Satisfactory (S)
Effectiveness	Moderately Satisfactory (MS)
Efficiency	Moderately Satisfactory (MS)
Overall Project Outcome Rating	Moderately Satisfactory (MS)
Sustainability	Rating
Financial resources	Moderately Unlikely (MU)
Socio-political/economic	Moderately Likely (ML)
Institutional framework and governance	Moderately Likely (ML)
Environmental	Moderately Likely (ML)
Overall Likelihood of Sustainability	Moderately Likely (ML)

Concise conclusion summary

5. The project supports an area of global importance for biodiversity. It is highly relevant and is aligned with national policy objectives of the MiAMBIENTE, the Directorate of Coasts and Seas' creation and the ZEMMC's operationalization.
6. It shows weaknesses as it does not present a detailed analysis of the intervention areas and does not document the initial situation. Thus, some goals are unrealistic.
7. During the first 18 months, only 8% of the budget was implemented. Since the PCU's change, an adaptive management capacity was demonstrated allowing to redirect the project to achieve its outcomes and goals.
8. To date, 76% of the available budget has been implemented and 66% of the committed amount of co-financing has been mobilized. This results from the new co-financers that the project obtained.
9. Out of the 15 indicators, the project and fulfilled 5, it is on track to partially comply with at least 6 more; however, 4 show no significant progress and there has been no progress in 2.
10. Sustainability prospects are still uncertain since an exit strategy for the project has not been developed yet

Table 3 Recommendations Summary Table

#	Recommendation	Responsible	Timeline
	Component		
1	Some activities have been reported as completed, however, during the field visit it was shown that they are not fully operational. For example, not all the installed biodigesters are working normally, despite the fact that they have been recently installed. It is recommended that the extended supplier liability are utilized to repair existing damage and reinforce the structure against rain and wind.	PCU	3 months
2	An important milestone of the project was the creation of the National Ocean Policy. It is recommended to accompany the ministries involved in measuring the scope, resources and capacities required for its implementation. It is important to have a roadmap to take advantage of the momentum that Panama will have in 2022 as the venue for the XIX Latin American Congress of Marine Sciences - COLACMAR.	MiAMBIENTE PCU UNDP	3 months
3	The lobster and longoron co-management in La Candelaria community, in the Pocrí District, showed that the artisanal fishermen of the area use sustainable management techniques. However, it is not the same for large scale foreign fishermen who operate on a large scale. Although there is a Management Plan, it is necessary to strengthen capacities and resources for	ARAP MiAMBIENTE	9 months

#	Recommendation	Responsible	Timeline
	the environmental authority to exercise control over the ships, which are a few and are clearly identified.		
4	The project financed a publication developed and published by Fundación Tortugas Pedasí in the framework of its project which is co-financed by SGP UNDP/GEF MiAMBIENTE Azuero Sostenible. In the version received by the evaluator, the publication had spelling mistakes, particularly pronunciation marks. Although the final corrected digital version has been presented to the evaluator, it is not recommended to take the paper version out of circulation. However, it is necessary for the project to correct the paper version for the public.	PCU UNDP MiAMBIENTE	1 month
Sustainability			
5	Gas was generated through the biodigesters installed in pig farms in the Pocrí, Pedasí and Tonosí districts. However, it is being underutilized (used to supply hot water for a house). Additional efforts through studies or evaluations to manage and take advantage of this gas are key.	PCU MiAMBIENTE	3 months
6	The project has had a demonstrative nature due to the implementation of the different pilots, so it has generated a lot of information (videos, studies, consultations, analysis, etc.), which are not available to the public. A knowledge management strategy is recommended that goes beyond the usual systematization of the project and ensures tools aimed at local actors to increase their appropriation and empowerment.	PCU UNDP	6 months
7	The project implemented reforestation activities in livestock areas, which showed some resistance of farmer and cattle ranches. However, the pilots generated interest with other farms to expand the planting. In this sense, it is recommended that the project identify other mechanisms or funds to continue with the reforestation activities.	MiAMBIENTE MIDA UNDP	9 months
8	The project demonstrated that it is possible to add value and generate new ventures, such as business opportunities related to honey production and tourism on Caña Island, as well as women's ventures in Búcaro. It is recommended to draft project proposals aimed at state agencies and international funders to ensure that the beneficiaries can complete their learning curve, formalize their operations, and consolidate their launching to the market.	MiAMBIENTE ARAP MIDA	6 months
Exit Strategy			
9	The project must develop an exit strategy to reduce the high uncertainty that exists regarding continuity of GEF investments. It is recommended to quickly start the process of bringing actors together, identifying resources and achieving clear commitments related to continuity and mobilization of additional resources to scale up carried out practices and activities.	PCU MiAMBIENTE UNDP	3 months
10	It is recommended to hold a project-level closing event but also additional closing events in each municipality with the objective of giving back to the communities and outgoing local governments for everything that has been done, and ensure the sustainability of successful activities.	PCU	3 months

1. INTRODUCTION

1.1 Evaluation Purpose

11. The Terminal Evaluation (TE) is carried out as part of the monitoring and evaluation (M&E) framework established in the project document (ProDoc), which establishes that an independent TE must be carried out three months before the expected completion date. The TE is carried out following the UNDP and GEF guidelines. It is expected that this evaluation will show the progress towards originally planned outcomes of the project, their impact and sustainability as well as recommendations to follow-up activities.
12. The terminal evaluation assesses the project real achievements against what was expected and draws lessons that can improve sustainability of the project's benefits and contribute to the overall improvement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of the project's achievements.
13. The TE report will be distributed to the project team including Regional Technical Advisor (RTA), and implementing partners, for their review. In parallel, the Project Coordination Unit (PCU), UNDP and MiAMBIENTE will prepare a draft response to show how the TE conclusions and recommendations are going to be managed for review and/or approval by the executing partner, UNDP and other relevant stakeholders through an action plan to address the recommendations presented in the TE report.

1.2 Evaluation Objectives

- a) Assess the progress of expected results to date.
- b) Capture good practices and lessons learned.
- c) Determine the level of performance in terms of relevance, coherence, effectiveness (results, outputs), and efficiency.
- d) Identify sustainability and potential scaling up of results.

1.3 Evaluation Scope

14. The TE evaluates the period between the ProDoc's signing in September 2018 and the end of the TE mission on May 30th, 2022. The TE evaluates the three components of the project as described in the ProDoc: Component 1: Strengthening the regulatory and

institutional frameworks; Component 2: Integrated environmental management of the target ZEMMC located in the southern part of the Azuero Peninsula; Component 3: Gender Mainstreaming, Knowledge Management and Learning. The TE covers the implementation sites that include the Pocrí, Pedasi and Tonosí Districts.

15. The evaluation provides evidence-based information that is credible, reliable, and useful. The evaluator followed a participatory and consultative approach that ensured close collaboration with government counterparts, the UNDP Country Office, the PCU, the UNDP Regional Technical Advisor (RTA), key stakeholders and beneficiaries. Annex 4 presents a list of all stakeholders interviewed.
16. The evaluation is primarily focused on assessing the relevance, effectiveness, efficiency, results, impact, coordination, and sustainability of the GEF project's efforts and it will be applied to all project components.

1.4 Methodology

17. The TE followed the ***Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects (2020)***. The UNDP Country Office (commissioning unit) in Panama hired an International Evaluator, Mr. José Galindo, a consultant to for the TE project.
18. Prior to the beginning of the TE, an inception report or Deliverable 1 was prepared and shared with the PCU and UNDP Panama. The inception report described the approach and methodology followed during the evaluation. It also provided the TE timelines.
19. Deliverable 1, a fundamental part of the TE, includes the design of the evaluation matrix (Annex 3), which identifies the critical questions related to the evaluation criteria, as well as the cross-cutting issues and the methods selected to answer the questions - desk review, interviews and field visits. The evaluation criteria and questions were largely based on the Terms of Reference (ToR) for the evaluation, which is based on the TE Guidance.
20. The evaluation used the triangulation methodology. This means that different methods were used during the TE, such as individual interviews and desk reviews. The information was subsequently verified and cross-checked. The combination of different strategies reduces the biases and methodological failures in the evaluation. The triangulation method allowed the project evaluation approach from different perspectives, increasing the validity and consistency of the conclusions.

21. Subsequently, the evaluator prepared a document proposing the main findings and technical and practical conclusions and recommendations, reflecting a realistic understanding of the project's achievements and help identify the influential factors in the project's performance in meeting the objectives and results established in the logical framework (Annex 2).
22. The terminal evaluation includes the project design, implementation, and results for each of the project components. The TE based its evaluation on five different criteria: Relevance, Effectiveness, Efficiency, Results and Sustainability. It is important to note that the rating scales differ in each criteria (Annex 6).
23. **Planning:** Project formulation including the logical framework, assumptions, risks, indicators, budget, country context, national ownership, stakeholder participation in design, replicability, among others.
24. **Project implementation:** implementation approach, stakeholder participation, quality of execution by each institution involved and in general, financial planning, monitoring and evaluation during implementation
25. **Results:** Effects, impacts, catalytic effect of the results obtained, their integration with other UNDP priorities, such as poverty reduction, better governance, prevention and recovery from natural disasters and gender, as well as their sustainability in terms of financial, socio-political, institutional framework, governance and environmental resources.

1.5 Data Collection and Analysis

26. The methodology includes: i) interviews with the different stakeholders, ii) review of available documents from the different stages of the project, iii) on-site visits, iv) discussions with the PCU, as well as v) comments from the PCU, UNDP and MiAMBIENTE.
27. The TE reviewed the project documentation provided by the PCU/implementing partner. According to the Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects (2020), 27 documents were considered necessary for the evaluation. The detailed list is in Annex 5. This review was conducted to a project description covering the identified problem and establishing the objectives and their respective activities. This information provided a baseline of the situation before project implementation and the perceived contribution or project impact.

28. Stakeholder interviews and evaluation mission: the evaluation followed a consultative approach involving interviews and a field mission. These activities enriched the vision of the context through direct contact with the most representative actors in project implementation, thus receiving first-hand testimonies on progress and barriers found.
29. The evaluator with the PCU identified a universe of potential interviewees (public and private institutions, NGOs and beneficiaries) who participated in different phases of the project (design, execution and closure). Subsequently, it prioritized the actors, assessing their availability and representativeness in the project. Forty-nine people were interviewed, 27 women and 22 men, as shown in Annex 4. For the interviews, the evaluator used a questionnaire focusing on the participation of different key stakeholders according to their role in project implementation.
30. Besides the interviews, the evaluator visited the project implementation sites. Annex 4 presents the mission agenda and the final list of stakeholders interviewed.
31. To prepare the terminal evaluation report and to reinforce the credibility and validity of the results, judgments and conclusions obtained, the evaluator used data triangulation techniques to ensure technical quality. The information collected was then systematized and organized. The data analysis utilized the triangulation methodology, which analyzed: (i) the descriptive analysis of the context, key actors, coordination mechanisms, resources and products deployed by the project; (ii) the analysis of the data collected during the evaluation. This analysis made it possible to identify trends, recurrent themes and contradictory information which emerged during the evaluation questions. At this stage, the consultant sought additional data collection; (iii) quantitative analysis to evaluate financial, evaluative, management and other data related to key cross-cutting issues such as gender equality, rights-based approach, capacity building, poverty alleviation, climate change mitigation and adaptation. This analysis also identified best practices or lessons learned from different contexts.

1.6 Ethics

32. The evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations' and GEF and UNDP policies on monitoring and evaluation. As needed, measures have been taken to protect rights and confidentiality. The evaluator has signed a Code of Conduct form, attached here as Annex 7.

1.7 Evaluation Limitations

33. No significant limitations are reported.

1.8 Evaluation Report Structure

34. The TE report is presented in three sections. The first is this introductory chapter to the evaluation and its methodological process. The second section covers chapters 2, 3 and 4 and presents the evaluation results for each stage of the project. The main findings and analysis of the evaluation, conclusions, lessons learned and recommendations are summarized in the final section.

2 PROJECT DESCRIPTION

2.1 Project start date and duration, including milestones

35. The project document was signed on September 08, 2018 and started its activities in December of that same year. Originally it was to last four years, so the operational closing date is September 20, 2022. The key dates and milestones of the project are detailed in the project information table presented in the executive summary.

2.2 Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

36. Panamá has extensive areas of globally important coastal marine ecosystems. It is currently estimated that the country's mangroves represent 5.2% of the total forest cover (2.3% of the country's total surface area). The mangroves are most abundant in the Pacific coast (96.6%) where they cover an approximate area of 170,000 ha, plus more than 18,700 ha of dwarf mangrove populations in areas of high salinity. With 11 species of mangroves, Panamá has the largest diversity of all countries in the American continent. Additionally, Panamá has approximately 754 km² of coral reefs in the Caribbean Sea, primarily fringing reefs, with around 70 species of hard coral.

37. Currently, Panamá has 105 protected areas that are part of the National System of Protected Areas (SINAP) which cover 33% of the country's territory. This includes terrestrial areas comprising 30.5% of the total area and protected marine areas covering

2.81%. Likewise, the country has three (3) Coastal Marine Special Management Areas (ZEMMC) with presence of fragile coastal marine ecosystems, nesting or rearing sites of globally important species, marshes, wetlands, coral reefs, and reproduction and rearing areas that, because of their ecosystem characteristics, require integrated coastal management.

38. The ZEMMC include the Coastal Marine Special Management Area of the southern part of the Azuero Peninsula (292,970 ha), which was established through Resolution ADM/ARAP (Panamanian Office of Aquatic Resources) No. 095 on August 18, 2010, and is located on the Pacific coast between the Pocrí, Pedasí, and Tonosí districts in the Los Santos province. The objective of this ZEMMC is to protect coastal marine resources, increase their productivity, and maintain the biodiversity of its ecosystems, with the goal of improving the quality of life for the communities living in the area. It includes approximately 83,387.79 ha of marine protected areas, Important Bird Areas (IBA), and Key Biodiversity Areas (KBA): Island of Frailes del Sur, Isla Cañas Wildlife Refuge, Playa la Marinera Biological Reserve, and Isla Iguana Wildlife Refuge.

2.3 Problems, threats and barriers the project targeted

39. Compared with the inlands areas, historically the coastal marine area of Panama has received very little attention despite its high levels of biodiversity, economic activity and high population rates along the coast of Panama. The coastal marine area is subject to numerous territorial and land use conflicts which have a negative impact on the biodiversity and coastal marine resources. The largest problems stem from an intensive use of the land that are not suitable for agriculture as well as the expansion of the urban footprint. The change in land use from forest to agricultural and ranching activities has caused the loss of natural forest along the coast, including mangroves. It is estimated that during the past 50 years more than half of existing mangroves have been cut down. From 360,000 ha in 1969 to around 170,000 ha in 2007. The loss of mangrove forests is also due to the development of unsustainable production practices, such as shrimp farms, charcoal production, extraction of bark for tanning processes, extraction of wood for varied uses, and development of the coastal areas.
40. The project seeks to address the following barriers:
 - a) Limited tools and training for integrated ZEMMC management

- b) Barriers to implementing the ZEMMC integrated management plans, including the lack of incentives for development of biodiversity-friendly production systems
- c) Barriers to Gender Mainstreaming, Knowledge Management and Learning

2.4 Immediate and development objectives of the project

- 41. The project objective is to mainstream the conservation and sustainable use of biodiversity into production land/seascapes for the integrated environmental.?
- 42. The significant barriers are addressed to achieve this objective. The project's interventions have been organized into in three components: 1) Strengthening the regulatory and institutional frameworks; 2) Integrated environmental management of the target ZEMMC in the southern part of the Azuero Peninsula, and 3) Gender Mainstreaming, Knowledge Management and Learning.

2.5 Expected results

Component 1: Strengthening the regulatory and institutional frameworks

Outcome 1: Strengthened national policy and institutional framework for integrated environmental management of coastal and marine production land/seascapes, indicated by:

a) National Coastal and Marine Policy approved;

b) One (1) Environmental Advisory Committee (EAC), one (1) Watershed Committee (WC), and one (1) Institutional Environmental System (SIA) strengthened.

- Output 1.1. Policy for coastal and marine spatial land use planning developed and adopted to provide an official framework for the establishment and management of Coastal Marine Special Management Areas (ZEMMC) with guidelines for the implementation of coastal and marine spatial land use planning and the characterization and delimitation of special marine conservation or management areas.

Outcome 2: Increased government funding for the integrated environmental management of the coastal marine areas (baseline and target will be determined during project implementation).

- Output 1.2. Organizational structure and operational guidelines of the DICOMAR defined for effective integrated environmental management of the coastal marine areas, including external disclosure and reporting and an appropriate level of staff and financial resources allocated for its operation through Ministerial Decree.

Outcome 3: Change in capacity of decision-makers for coastal marine biodiversity conservation, sustainable use, and reduced threats through the UNDP Capacity Development Scorecard:

a) MiAMBIENTE: from 67% to 77%

b) ATP: from 67% to 77%

c) MIDA: from 67% to 77%

d) ARAP: from 64% to 74%

e) Districts: from 30% to 40%

f) Producers' Associations: from 67% to 77%

- Output 1.3. National-level interinstitutional agreements developed and signed in order to clarify mandates and functions of individual agencies to establish effective mechanisms for coordination and information exchange between DICOMAR/ MiAMBIENTE and public sector institutions such as the SIA (Office of Aquatic Resources – ARAP, Panamanian Maritime Authority – AMP, Panamanian Tourism Authority – ATP, Ministry of Agricultural Development – MIDA, Ministry of Housing and Land Development – MIVIOT, etc.).
- Output 1.4. Public, private, and civil society resources mobilized for the sustainability of the integrated environmental management for three (3) existing ZEMMC.
- Output 1.5. Training program established within the DICOMAR for planning, management, and monitoring and control of integrated environmental management of coastal marine areas and at least 200 staff trained by the project's completion.
- Output 1.6. Information and communication strategy implemented raises awareness among public and private decision-makers of the importance of conservation and sustainable use of coastal marine biodiversity.

Component 2: Integrated environmental management of the target ZEMMC in the southern part of the Azuero Peninsula

Outcome 2: Improved management of 292,970 hectares of land/seascapes in the ZEMMC in the southern part of the Azuero Peninsula, indicated by:

a) 21,486 female olive Ridley sea turtles (*Lepidochelys olivacea*) nesting in 1.8 km of protected beaches: La Marinera (15,000 females in 0.8 km of beach) and Isla de Cañas (6,486 females in 1 km of beach, i.e., natural nursery site).

b) Stable coverage of mangroves (6,072.3 ha);

c) Sizes of the fish species of commercial importance by project's end: (i) grouper (*Epinephelus* spp.): X (baseline and target will be determined during project implementation); and (ii) snapper (*Lutjanus* spp.): 30.7 cm (baseline will be confirmed during project implementation).

- Output 2.1. Four local (4) interinstitutional agreements developed and signed for cooperation among public (DICOMAR/ MiAMBIENTE, ARAP, and municipalities) and private environmental agencies and the fishing, tourism, urban development, and agricultural sectors for implementation of an integrated management plan for the target ZEMMC.
- Output 2.2. Fishery sector practices improved through:
 - a) Stricter regulations (including ARAP Resolution) of size of the small-scale fishing fleet and the type of small-scale fishing methods allowed for the extraction of species of fish of commercial and local importance.
 - b) Development of communal fishing concession areas and sustainable management plans with participation of small-scale fishing cooperatives and environmental and fisheries officials, informed by economic analysis to determine the catch per unit effort (CPUE) and optimal efforts for the sustainability of the fish species of commercial importance and to determine options for the greatest economic benefit for small-scale fishermen.
 - c) Support provided for strengthening of the small-scale fishing sectors, including cooperatives.

Outcome 3: Production sectors committed to reducing threats to coastal marine biodiversity indicated by:

a) 20% of small-scale fishing cooperatives adopt best practices for biodiversity-friendly and sustainable fishing practices based on the FAO code of conduct.

b) Increase from \$400/month to \$500/month in average income of small-scale fishermen who adopt sustainable and biodiversity friendly fishing practices.

c) Four (4) micro-, small-, and medium-sized businesses (MiPyME) associated with sustainable tourism along the coastal marine area with environmental management plans.

d) Five (5) agreements among the Pocrí, Pedasí, and Tonosí districts and the urban development sector for the prevention, reduction, and control of land-based contamination and management of trash and other solid waste.

e) Two (2) new agrotourism farms and two (2) agricultural farms or cattle ranches with sustainable production certified by MiAMBIENTE or another competent authority.

- Output 2.3. Local regulatory framework improved and aligned with the Land Use Development Plans regulates:
 - a) Construction activities in areas of high ecological sensitivity (mangroves, sea turtle nesting beaches, dunes, coastal wetlands, and coral reefs) in the ZEMMC of the southern part of the Azuero Peninsula.
 - b) Trash and solid waste management in the districts (municipalities), the coastal communities, and by the private sectors (tourism, urban development, and agriculture) avoiding contamination of water bodies and degradation of mangroves.
 - c) Tariff systems for collection and disposal of trash and other solid wastes.
- Output 2.4. Participatory zoning, protection, and management of the ZEMMC implemented, contributing to the preservation (5,547.6 ha), rehabilitation (30 ha), and sustainable use (494.7 ha) of mangroves, and participatory monitoring program establishes changes in populations of fish species of commercial and local importance, the quality of the coastal waters and adjacent waterways, and the health of key ecosystems (sea turtle nesting beaches, mangroves, coral reefs, etc.).
- Output 2.5. Mechanisms established for incentivizing the use of biodiversity-friendly production practices available including:
 - a) Lines of credit, small grants, and incentives available for MiPyME that participate in sustainable tourism and biodiversity-friendly fishing.
 - b) National and international publicity campaign to promote sustainable tourism in the ZEMMC of the southern part of the Azuero Peninsula.

- c) Ecological certification accredited by MiAMBIENTE for the reduced use of agrochemicals and the sustainable management of agricultural farms and cattle ranches.
- d) Public information campaign increases awareness and local support for the implementation of best production practices to reduce threats to coastal marine biodiversity, including coastal cleanup activities carried out with participation from the hotel sector, the municipalities, and the local population.
- e) Training program (formal and non-formal education) implemented at the local level increases the knowledge of 300 people regarding biodiversity conservation and its sustainable use: biodiversity-friendly fishing methods; contamination reduction and garbage and solid waste management; and protection of beaches, mangroves, wetlands, and coral reefs.

Component 3: Gender Mainstreaming, Knowledge Management and Learning

Outcome 4: 100% of the Project Gender Mainstreaming Plan implemented. Information management and monitoring system on coastal marine biodiversity operating. One (1) document on best practices and lessons learned made available to other ZEMMCs in the country and internationally.

- Output 3.1. Gender mainstreaming plan implemented and its results monitored and reported.
- Output 3.2. Information management and monitoring system improved through:
 - a) Information management platform established on coastal marine biodiversity (including biodiversity health indicators and protocols for data gathering), with guidelines for biodiversity-friendly practices and ecosystem protection made available to the different production sectors: fishing, tourism, urban development, and farming/ranching.
 - b) Web-based coordination platform to facilitate interinstitutional information sharing, joint programming, and mutual understanding to avoid duplication and redundancy
- Output 3.3. Experiences, best practices, and lessons learned about the integrated environmental management of the ZEMMC of the southern part of the Azuero Peninsula systematized and made available for use in other ZEMMC in the country for replication.

2.6 Main stakeholders

Actors	Relevant Roles
MiAMBIENTE	<p>Lead the implementation of the project, facilitating communication and coordination with the GEF and UNDP.</p> <p>Lead the development of the National Coastal Marine Policy around environmental issues at the national level.</p> <p>Monitor the project and its articulation with other related programs and projects, including the exchange of lessons learned from other GEF projects implemented in Panama.</p>
DICOMAR/MiAMBIENTE	<p>Coordinate project execution at the central government level and in the field.</p> <p>Provide guidance for project implementation, results monitoring and presenting reports detailing the project's progress.</p> <p>It is the main beneficiary of the project's institutional strengthening component.</p>
DAPVS/MiAMBIENTE	<p>Provide recommendations for interventions in production landscapes and strategies in areas closest to the protected areas.</p> <p>Support sustainable production of agricultural lands and cattle ranching in buffer zones of the protected areas.</p> <p>It is a beneficiary of the project's institutional strengthening through training component.</p>
ATP	<p>Support tourism and agrotourism businesses in the ZEMMC</p> <p>Contribute to improving the level of organization of tourism stakeholders.</p> <p>Directly participate in the promotion of the ZEMMC.</p>
MIDA	<p>Coordinate with MiAMBIENTE to facilitate access to information about managing agricultural lands in areas of environmental importance.</p> <p>Provide technical support to the project to reduce agrochemicals used by cattle farms and agricultural farms present in the ZEMMC.</p>
ARAP	<p>Together with DICOMAR, lead activities to regulate, monitor and control fishing activities in the ZEMMC in the southern part of the Azuero Peninsula.</p> <p>Provide technical assistance and training to implement best practices for sustainable fishing and for co-managing fishing concession areas for fishermen's associations in the ZEMMC in the southern part of the Azuero Peninsula.</p>
MIVIOT	<p>Cooperate with municipalities and other institutions in the territorial planning process in the project area.</p> <p>Coordinate with the municipalities planning infrastructure construction in sensitive ecological areas.</p>
Producer associations	<p>Promote sustainable practices of the farming, fishing, and tourism sectors in the project area.</p> <p>Contribute to improving the quality of life of the producers, implementing coastal-marine biodiversity-friendly production practices in the project area.</p> <p>Promote development processes in the associated families with gender equality and in harmony with the environment.</p> <p>Are beneficiaries of the incentives.</p>

Actors	Relevant Roles
Women's cooperatives	Actively participate in decision-making opportunities and activities related to coastal marine biodiversity conservation. Promote equal opportunities for women in terms of training and sustainable production within the project's framework. Provide support in the consultation participatory processes for
Municipalities (districts of Pocrí, Pedasí and Tonosí) in the project area	Coordinate and facilitate the activities the project implements in their jurisdictions. Promote, through their municipal units, the conservation, protection, and management of coastal marine areas. Promote gender incorporation into local project activities, Actively contribute to the improved management of trash and solid waste
Non-Governmental Organizations (NGOs)	Coordinate coastal marine biodiversity conservation actions with state institutions, particularly DICOMAR and ARAP. Support a program to monitor coastal marine biodiversity conservation. Promote citizen participation and community involvement o in the integrated environmental management of the ZEMMC in the southern part of the Azuero Peninsula
Financing agencies	Facilitate access to financial products and incentives for sustainable agricultural production, best fishing practices, and ecotourism initiatives.
Universities and training centers	Provide information to the project about research on coastal marine biodiversity performed in the area. Support training activities for the project beneficiaries in the themes of conservation and sustainable production.
PNUD	Provide technical, programmatic, and administrative assistance for project execution including managing project resources. Establish agreements with project partners for implementation. It is responsible for contracting and acquisition processes.

Source: ProDoc, 2018

3 FINDINGS

3.1 Project Design/Formulation

3.1.1 Analysis of Results Framework: project logic, strategy, and indicators

43. High relevance and alignment with national policy objectives, particularly the National Biodiversity Policy in the MiAMBIENTE and the Direction of Coasts and Seas creation and the ZEMMC' operationalization context. The project is based on environmental governance structures that are formally established and regulated, but for various reasons have not been fully leveraged or implemented yet.
44. The project is aligned with the Cooperation Framework for Sustainable Development in Panama and the UNDP Country Program 2021-2025 in Panama and responds to several sustainable development objectives and the 2030 Agenda. Likewise, it contributes to the fulfillment of commitments acquired by the country in the World Biodiversity Convention, AICHI Targets and 30-30 commitments.
45. The design process was extensive and involved the participation of national and local authorities, technicians, civil society organizations and stakeholders from participating communities, who intervened from the project's conceptualization to the intervention sites selection.
46. The multidimensional approaches pursued by the project were based on national institutions and authorities' demands. The project presents a balance between public policy and strengthening of environmental institutions at national level, with connection to territory through the sustainable livelihoods approach from a landscape perspective.
47. The project presents an integrated landscape approach that combines a high number of different interventions focused on biodiversity conservation and strengthening of sustainable livelihoods in the middle zones of the basins and on the coast in the Azuero Peninsula.
48. However, the ProDoc does not present a detailed analysis of the intervention areas, it does not document the initial situation and it does not develop a barriers and challenges analysis, specific for the three intervention sites. Consequently, the theory of change is generic and particularly weak in terms of describing the causal relationships between the different interventions, particularly in Component 2.

49. High dispersion of activities in a wide geographical area presents the risk of diluting the impact in small, focalized interventions. In this sense, the perspective of aggregate impact and scalability in the medium and long term are defined from a specific component oriented to knowledge management and cross-cutting approaches.
50. A weakness is identified in the formulation of indicators, only two out of the seventeen indicators meet the SMART criteria. The greatest weakness is identified in terms of two criteria: specific and measurable. Nonetheless, indicators were neither reviewed nor updated during the inception and implementation phases.
51. As shown in Table 4 and according to testimonies, certain indicators' baselines are questionable and there is no calculation report that justifies the values presented. Consequently, goals are unrealistic in at least 4 indicators.
52. Considering the complexity associated with the implementation of multiple activities in territory, the design did not consider presence in territory through a field office, and it did not identify enough technical profiles for the associated workload either.
53. In terms of governance, the project's Steering Committee was made up of only representatives from the central level.
54. A gender plan is presented and will be implemented in indicator 15 of the outcomes' framework. However, there is no specific allocation of funds for its implementation.

Table 4 Analysis of the SMART criteria application in the project indicators

Indicator	S	M	A	R	T	
Project Objective						
<u>Indicator 1</u> : Number of people benefitting from strengthened livelihoods through solutions for management of coastal marine natural resources and ecosystems services						The indicator is not specific regarding the scope and particular changes expected from the beneficiaries. It is not defined how the goal is estimated or justified. Given the extent of topics and areas it covers, it would seem a little unambitious.
<u>Indicator 2</u> : Area (hectares [ha]) of land/seascape with Improved management						Formulation is very broad. It is not specified how compliance will be measured. It does not disaggregate land from sea surface.
Component 1						
<u>Indicator 3</u> : National Coastal and Marine Policy						Laws and regulations approval is a political decision that exceeds the project's scope and responsibility.

Indicator	S	M	A	R	T	
Project Objective						
<u>Indicator 4:</u> Number of existing Environmental Advisory Committees (EAC), Watershed Committees (WC), and an Institutional Environmental System (SIA) strengthened.						While there are three intervention sites, the target of the indicator is not considered particularly ambitious. One of the three committees (SIA) is unfeasible because it is inoperative.
<u>Indicator 5:</u> Increased government financing for the integrated environmental management of the coastal marine areas						The target of the indicator is considered unambitious whereas the baseline is already low.
<u>Indicator 6:</u> Change in capacity of decision makers for marine coastal biodiversity conservation, sustainable use, and reduced threats through the UNDP Capacity Development Scorecard						It is not clear which areas or interventions were measured to obtain the indicator target. There are no records or systematization indicating how the baseline score was measured. There is a high risk that it is overestimated.
Component 2						
<u>Indicator 7:</u> Number of female olive Ridley sea turtles (<i>Lepidochelys olivacea</i>) nesting in 1.8 kilometers of protected beaches: La Marinera (0.8 km) and Isla de Cañas (1km, natural nursery site)						It is not measurable since it requires a monitoring protocol different from the one implemented by the national authority, which documents at the nest level.
<u>Indicator 8:</u> Coverage of mangroves in the southern part of the Azuero Peninsula						Possible inaccuracy in the baseline, which overestimates the actual coverage. There was no report indicating how the baseline of this indicator was measured. The historical trend of mangrove coverage loss is not considered, which makes it difficult to identify whether the target is achievable.
<u>Indicator 9:</u> Sizes of fish species of commercial importance by project end						The indicator refers to snapper (<i>Lutjanus sp.</i>) and groupers (<i>Epinephelus spp</i>), both groups are made up of many species. In the ZEMMC, approximately 7 spp of snappers and 7 spp of groupers are reported. There is only a baseline for snappers as a group but not by species, while for groupers there is no baseline. There is not any report or supporting information that justifies the baseline and the reasonability of the targets.

Indicator	S	M	A	R	T	
Project Objective						
<u>Indicator 10:</u> Percentage of small-scale fishing cooperatives that adopt best practices for biodiversity friendly and sustainable fishing practices based on the FAO code of conduct						The indicators' scope and measuring mechanism are not specified.
<u>Indicator 11:</u> Average income of the small-scale fishers who adopt biodiversity-friendly and sustainable fishing practices						Baseline is not accurate. It does not specify which or how many fishermen it refers to. There is not any calculation or justification report about the targets. Based on this fact, the target is considered unrealistic.
<u>Indicator 12:</u> Number of MiPyMEs associated with sustainable tourism throughout the marine coastal area with environmental management plans (EMP)						The indicator was unfeasible due to the complexity related to obtaining environmental management plans.
<u>Indicator 13:</u> Number of agreements between the districts of Pocrí, Pedasí, and/or Tonosí and the urban development sector for the prevention, reduction, and control of land-based contamination and the management of trash and solid waste						
<u>Indicator 14:</u> Number of farms and cattle ranches with sustainable production certified by MiAMBIENTE or another competent authority						
Component 3						
<u>Indicator 15:</u> Progress in the in the implementation of the Project Gender Mainstreaming Plan						
<u>Indicator 16:</u> Information management and monitoring system on coastal marine biodiversity						
<u>Indicator 17:</u> Number of documents on best practices and lessons learned made available to other ZEMMCs in the country and internationally						Indicator is unambitious and has relatively low relevance in relation to the objective of the knowledge management component.

Source: ProDoc, 2018

3.1.2 Assumptions and Risks

55. The project was classified as low risk. It is considered that the project includes activities that do not involve a risk of adverse social and environmental impacts. The environmental and social safeguards' analysis identifies five risks and presents, in general terms, mitigation measures.
56. Likewise, a UNDP risk matrix is presented. This includes, in general terms, 9 risks during project management with a detailed description of their respective mitigation measures.
57. However, the mentioned matrix does not include risks that ended up being critical for the project's management, such as resistance to adoption of new practices, the limited response capacity of the participating institutions and, fundamentally, the changes in government officials and rotation of key stakeholders throughout the process.
58. It is worth mentioning that the results framework makes general assumptions at the level of each project component.

3.1.3 Lessons from other relevant projects incorporated into project design

59. The project's design was based on interventions and lessons learned from the implementation of biodiversity-friendly subprojects in landscapes surrounding the protected areas and the training and technical assistance provided to production organizations and municipal authorities.
60. Likewise, the lessons learned from the implementation of the project "Mainstreaming biodiversity conservation through low-impact ecotourism in SINAP" (GEF project; ID 3889) were considered, especially regarding the participation of local communities and local private sector with ecotourism businesses that contribute to the conservation and sustainable use of biodiversity and the use of best production practices and development of incentives through environmental certification.
61. The lessons learned and best practices derived from the implementation of the GEF project were also considered: "Incorporating biodiversity conservation into the tourism and fishing sectors in the Las Perlas archipelago (GEF Project, ID 3021). This project that was implemented by UNDP with the coordination of ARAP, had a strong component related to the development of incentives and better investment opportunities for tourism and biodiversity-friendly fishing.

3.1.4 Planned stakeholder participation

62. During the PPG phase, the project formulation team, and officials from MiAMBIENTE and the UNDP implemented consultations to generate the engagement of multiple stakeholders in the process of designing and identifying possibilities for partnerships with local groups and governments, the private sector, government agencies, among others. People consulted included members of local communities, fishermen's organizations, women's groups, municipal officials, and NGOs. Government officials in Panama were also consulted, including DICOMAR and ARAP, among others.
63. The ProDoc has a Stakeholder engagement and communication plan that establishes participation mechanisms that the project would apply during its operation. On the one hand, it was proposed to divulge the information, consultations and similar activities that were carried out during the PPG phase. In addition, it was established to follow a 13 participation principles approach, including inclusion, equity, transparency, among others.
64. Likewise, this Plan incorporates specific elements to ensure participation. Some of them are listed below: initial workshop to raise awareness among key stakeholders, form a Project Steering Committee to guarantee the interest representation of each of the stakeholders within the project, establish the PCU to oversee the stakeholder' engagement processes and internal communication throughout the project. Although the Plan indicates the stakeholders' direct involvement in the project's implementation as a key element, it only presents a table that maps the stakeholders and identifies their role, but it does not describe the specific actions that ensure their participation.

3.1.5 Linkages between project and other interventions within the sector

65. The ProDoc does not specifically point out which projects or initiatives it would work with. However, it indicates that coordination to avoid overlapping, share best practices and generate knowledge products on best practices regarding biodiversity conservation with ongoing projects in Panama, would be ensured.

3.1.6 Gender responsiveness of project design

66. The project developed a gender analysis and plan. The first collects relevant information about the subject in the country, on issues related to poverty, education, employment

and women's participation in the fishing and tourism sectors. With these data, the Plan identified seven opportunities to include gender perspectives in the project.

67. Based on what was mentioned above, the plan proposes specific activities with their respective indicator, target, baseline, timeframe and person in charge. This stands for each outcome. A total of 13 activities are identified, as well as a USD 23,600 assigned budget to hire a gender expert.
68. Gender issues were identified in the project's implementation and included in the theory of change and in the strategy. In addition, the ProDoc recognizes that the project's intervention and the inclusion of gender approach are a contribution to the global environmental.
69. Regarding the project's aligning with national policies, this is not implicit in the ProDoc, however, the Gender Plan mentions the international commitments related to gender equality and women's empowerment of which the country is signatory.
70. As part of the design, the UNDP Social and Environmental Screening Procedure (SESP) template was applied, and according to what was reported, the project obtained a GEN-2 score which means "gender equality as a significant objective".

3.1.7 Social and Environmental Safeguards

71. The UNDP Social and Environmental Screening Procedure (SESP) template was applied through the project's design. The application of this tool helped to identify five low importance risks. Probably, due to this fact, mitigation measures were not proposed. In this sense, the project was categorized as low risk, as it would include activities that present little or no risk of adverse environmental or social impact.

3.2 Project Implementation

3.2.1 Adaptive Management

72. During the execution, two differentiated moments are noticeable. A first moment characterized by a slow start which, according to the collected testimonies, was especially affected by changes in the government. During the first 18 months, specific progress towards project outcomes and indicators is not identified, except for the development of some reference terms that were in different stages of validation and approval.

73. During this period, the PCU first three members were incorporated. However, it was not possible to consolidate the work team, so execution barely reached 8% progress. The end of this first implementation moment was marked by the leaving of two out of three PCU members and the only member was the person in charge of the project's administrative-financial management.
74. Most stakeholders in territory found out about the team changes through call or text message from the first coordinator. This generated uncertainty and a feeling of wasting of time by the had participating stakeholders.
75. From March 2020, with the new project coordinator's hiring, a second moment in the project's management begins, which demonstrates adaptive management capacity that allowed the project to be redirected towards the achievement of its outcomes and targets.
76. Collected testimonies show an induction process for the new team that was not structured enough since it did not have feedback from the previous team, and relatively limited due to the confinement caused by COVID-19 pandemic. The information received by the new team was scattered and incomplete, so unfortunately the memory of some decisions reflected in the terms of reference (ToR) inherited from the previous team, was lost.
77. The adaptive management capacity is demonstrated in decisions like installing the PCU in Pedasí, consolidating a larger technical team and involving the UNDP Accelerator Laboratory. The new team adapted indicators and outcomes to the different realities found in territory, which meant limiting the scope of 7 out of 17 indicators (7, 9, 10, 11, 12, 14, 16). These framework changes results were not formalized or communicated to the GEF.
78. Among the most relevant changes in relation to the original design, the scope of indicator 14 " Number of farms and cattle ranches with sustainable production certified by MiAMBIENTE or another competent authority" was constrained for it to focus on the implementation of 6 biodigesters, whose accompaniment is likely to be certified by the MIDA. Indicator 12 " Number of MiPyME associated with sustainable tourism throughout the marine coastal area with environmental management plans (EMP)" proved to be unfeasible due to the lack of regulations to implement the expected environmental management plans, so it was decided to implement the "Biodiversity check" tool.

79. Despite limitations related to the lockdown and the relatively high turnover of key people in the PCU and in some institutions, the project demonstrated significant capacity to route management toward meeting targets and catch up.
80. However, lost time during the beginning of the project had different repercussions on the quality and depth of certain outcomes that were out of time, for example the activities that had to start before the rainy season. Likewise, the short time available limited the stakeholders' in-territory assimilation capacity on developed practices and innovations.
81. Testimonies collected confirm that the project demonstrated flexibility to meet emerging needs and opportunities, such as the apiary and the reforestation of two hectares of mangrove on Isla Cañas, which were not originally in the design.

3.2.2 Actual stakeholder participation and partnership arrangements

82. The project has promoted partnership with local producers and institutions such as MIDA, especially in farms' identification for their reforestation and in the implementation of green production practices such as installation of biodigesters in Pocrí, Pedasí and Tonosí Districts. Likewise, the joint work developed with the local community for a nursery implementation in the Tonosí district is valued.
83. Regarding other governmental institutions' involvement, in addition to the one mentioned with the MIDA, the project coordinated, through the ARAP, training activities for the National Aeronaval Service and fishermen on the new Fisheries Law.
84. Both institutions played an important role in the project's implementation, as did MiAMBIENTE as executing partner as it participated in decision-making and kept the Project Board informed. In total, 3 executive boards meetings were held, one per year. In these spaces, the PCU announced the operational and financial progress of the project.
85. Regarding stakeholders' involvement as detailed in the initial design plan, the project executed the initial workshop and established the PCU. However, communicational issues could have a greater impact. The project has developed several documents and communications material; however, it did not have adequate knowledge and information management. The project has generated a lot of information that is not available to the public.
86. On the other hand, the project's design established the incorporation of a communication specialist, but during the operation the project had a part-time worker

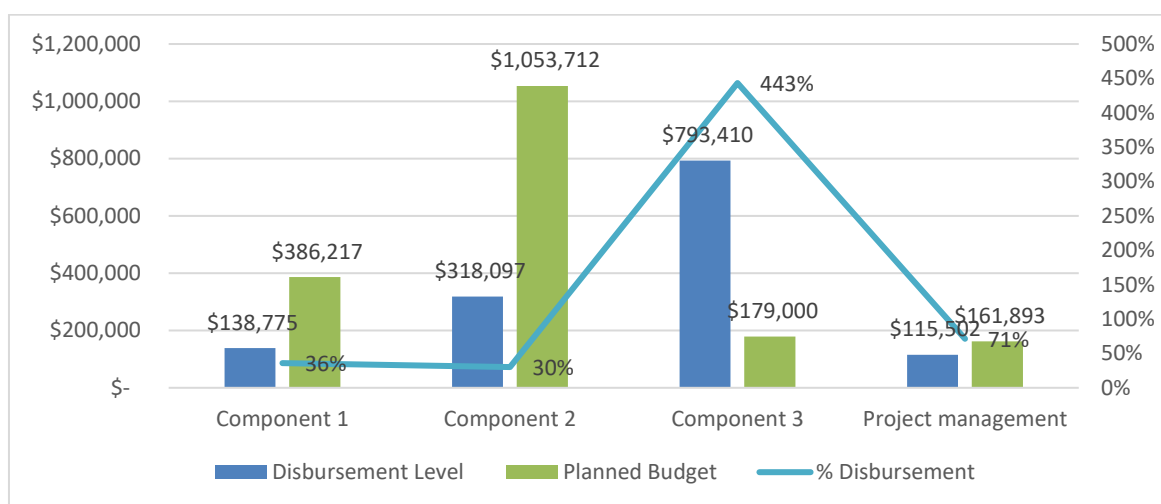
who divided their activities with other projects. This was not the best option for the project issues with communication compared to what is expected in the plan.

3.2.3 Project Finance and Co-finance

87. The original project's budget was 1.78 million dollars USD from the GEF for the four-year operation period. So far, according to reports delivered, the project has disbursed 1.365 million dollars USD, that is 77% of the total available budget, as shown in the following figure.

88. Even, though it was not planned in the ProDoc during the first two years, the implemented amount exceeded that allocated in the third year. It is evident that the implementation was not affected by the COVID-19 pandemic. For the closing year, the Project has a 77% implementation.

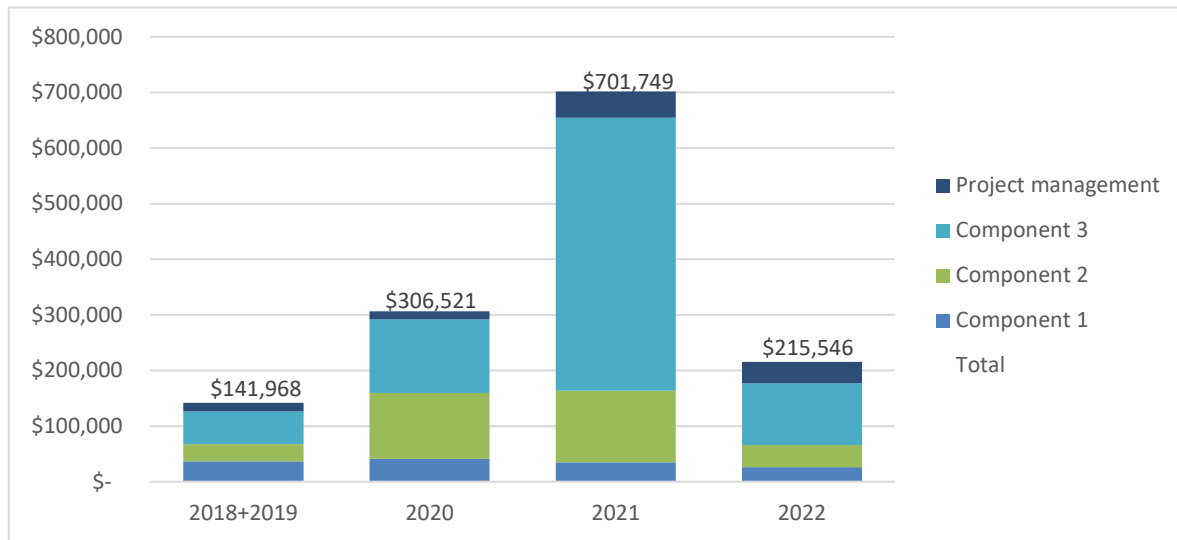
Figure 1. Component Budget vs Disbursement



Source: Combined delivery reports, 2018 - 2021.

89. To show the detailed expenditure by Component and year, information up to 2021 is available. During the last year (2021) implementation reached its maximum. It is noticeable that Component 2 was the one that disbursed the largest amount of funds. During the first year, implementation was low. This is normal for the GEF projects due to the start, the learning curve and the necessary time of adaptation that the project requires (Graph 2).

Figure 2. Component Budget by Year



Source: Combined delivery reports, 2018 - 2021.

90. As part of the financial control, the project prepared a financial availability report. This document helps to identify the planned and executed amounts in dollars at a total level.
91. Furthermore, the project included the budget implementation progress report as part of the Project Implementation Reports (PIR). The information provided by the PIR corresponds to a comparison of the accumulated implemented budget versus the approved budget in the ProDoc, and also compared to the approved budget in the Atlas System.
92. Even though the M&E Plan, established in the ProDoc, indicates that the project had to carry out an annual audit, there is no evidence that any had been done. Two audits were carried out, the GEF audit in 2020 and the OAI Corporate 2021 audit, which involves all the project processes that are supported by UNDP (an external audit does not apply).
93. In relation to co-financing, the project expected to receive an amount of \$5,603,208 USD however, to date, only a co-financing amount of \$345,351 USD (6.16%) has been recorded. The following table shows the figures received:

Table 5 Co-financing

Type/Source	Expected cofinancing (US \$)			Actual cofinancing (US \$)			Total	
	Grant	Loans / Concessions	In-kind Support	Grant	Loans / Concessions	In-kind Support	Budget	Actual
UNDP		\$ 654,938			\$ 104,708		\$ 654,938.00	\$ 104,708
UNDP			\$70,000			\$ 112,741	\$ 70,000.00	\$ 112,741
Small Grants Program					\$ 210,000			\$ 210,000
MiAMBIENTE		\$ 3,678,270				\$ 3,042,814	\$ 3,678,270.00	\$ 3,042,814
MiAMBIENTE			\$1,200,000			\$ 102,922	\$ 1,200,000.00	\$ 102,922
ARAP						\$9,017		\$9,017
MIDA						\$3,483		\$3,483
MIVIOT						\$4,797		\$4,797
Municipality of Pedasi					\$3,588			\$3,588
Municipality of Pedasí						\$306		\$306
Municipality of Pocrí						\$1,101		\$1,101
Municipality of Tonosí						\$6,446		\$6,446
Ventas y Mercadeo S.A.					\$15,000			\$15,000
RECIMETAL PANAMÁ S.A.						\$8,497		\$8,497
La Rosa de las Vientos B&B						\$3,140		\$3,140
ACEPAT						\$752		\$752
GAETIC						\$2,028		\$2,028
Fundación CiMA Pedasí						\$400		\$400
Fundación Biodiversidad Tropical Panamá (FUBITROPA)						\$4,000		\$4,000
NatyCiencia507						\$4,000		\$4,000
CRU-Azuero						\$1,000		\$1,000

Terminal Evaluation: Project "Conservation and sustainable use of biodiversity in coastal marine production landscapes"

Type/Source	Expected cofinancing (US \$)			Actual cofinancing (US \$)			Total	
	Grant	Loans / Concessions	In-kind Support	Grant	Loans / Concessions	In-kind Support	Budget	Actual
Tortugas Pedasí					\$5,796			\$5,796
Centro Regional Ramsar						\$4,954		\$4,954
Pro Eco-Azuero						\$80		\$80
Grupo Ecológico de Tonosí						\$192		\$192
TortuAgro-Cambutal						\$178		\$178
Asociación de Artesanas en Pocrí						\$28		\$28
Geo Forestal Panamá						\$574		\$574
Communities of Búcare, Isla Cañas, Cambutal, La Candelaria, Pocrí and Pedasí						\$35,025		\$35,025
Refugio Silvestre Probono Azuero Barrio-Velasco						\$70		\$70
Panama Universiade						\$600		\$600
German Embassy						\$120		\$120
Total	\$ 0	\$ 4,333,208	\$ 1,270,000	\$ 0	\$ 339,092	\$ 3,349,265	\$ 5,603,208	\$ 3,575,616

Source: Co-financing Report, 2022

Table 6 Confirmed Sources of Co-Financing at TE Stage

Sources of	Name of Co-financier	Type of Co-	Investment Mobilized	Amount (US\$)
GEF Agency	UNDP	Grant	Investment mobilized	\$ 104,708
GEF Agency	UNDP	In kind support	Recurrent expenditures	\$ 112,741
GEF Agency	Small Grants Program	Grant	Investment mobilized	\$ 210,000
National	MiAMBIENTE	In kind support	Investment mobilized	\$
National	MiAMBIENTE	In kind support	Recurrent expenditures	\$102,922
National	ARAP	In kind support	Recurrent expenditures	\$9,017
National	MIDA	In kind support	Recurrent expenditures	\$3,483
National	MIVIOT	In kind support	Recurrent expenditures	\$4,797
National	Municipio de Pedasí	In kind support	Recurrent expenditures	\$3,588
National	Municipio de Pedasí	Grant	Investment mobilized	\$306

Terminal Evaluation: Project "Conservation and sustainable use of biodiversity in coastal marine production landscapes"

Sources of	Name of Co-financier	Type of Co-	Investment Mobilized	Amount (US\$)
National	Municipio de Pocrí	In kind support	Recurrent expenditures	\$1,101
National	Municipio de Tonosí	In kind support	Recurrent expenditures	\$6,446
Private	Ventas y Mercadeo S.A.	Grant	Investment mobilized	\$15,000
Private	RECIMETAL PANAMÁ S.A.	In kind support	Recurrent expenditures	\$8,497
Private	La Rosa de las Vientos B&B	In kind support	Recurrent expenditures	\$3,140
Civil Society	ACEPAT	In kind support	Recurrent expenditures	\$752
Civil Society	GAETIC	In kind support	Recurrent expenditures	\$2,028
Civil Society	Fundación CiMA Pedasí	In kind support	Recurrent expenditures	\$400
Civil Society	Fundación Biodiversidad Tropical Panamá	In kind support	Recurrent expenditures	\$4,000
Civil Society	NatyCiencia507	In kind support	Recurrent expenditures	\$4,000
Civil Society	CRU-Azuero	In kind support	Recurrent expenditures	\$1,000
Civil Society	Tortugas Pedasí	Grant	Investment mobilized	\$5,796
Civil Society	Centro Regional Ramsar	In kind support	Recurrent expenditures	\$4,954
Civil Society	Pro Eco-Azuero	In kind support	Recurrent expenditures	\$80
Civil Society	Grupo Ecológico de Tonosí	In kind support	Recurrent expenditures	\$192
Civil Society	TortuAgro-Cambutal	In kind support	Recurrent expenditures	\$178
Civil Society	Asociación de Artesanas en Pocrí	In kind support	Recurrent expenditures	\$28
Civil Society	Geo Forestal Panamá	In kind support	Recurrent expenditures	\$574
Beneficiaries	Comunidades de Búcare, Isla Cañas, Cambutal,	In kind support	Recurrent expenditures	\$35,025
Others	Refugio Silvestre Probono Azuero Barrio-	In kind support	Recurrent expenditures	\$70
Others	Universiada de Panamá	In kind support	Recurrent expenditures	\$600
Others	Embajada de Alemania	In kind support	Recurrent expenditures	\$120

3.2.4 Monitoring & Evaluation: design at entry, implementation, overall assessment of M&E

<i>M&E design at the beginning of the project</i>	Moderately Satisfactory (MS)
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94. The ProDoc presents an M&E Plan, which follows the main guidelines of the GEF and includes a series of important activities. These follow the milestones and standard procedures for the GEF-UNDP. These include inception workshop, quarterly report, PIR, site visits and the project's terminal report.
95. It is important to mention that a mid-term evaluation is not included, because it is not mandatory due to the amount of GEF financing. For each one of the mentioned milestones, the ProDoc adequately establishes the moments in which they must be carried out, as well as the moment to inform the GEF focal point. Likewise, the ProDoc indicates the use of other tools, such as the Atlas system.
96. The ProDoc does not present a monitoring system for the indicators, it only has the logical framework matrix. This particularity and the fact that weaknesses were found in the baseline of at least 6 indicators, which were not addressed throughout the project's execution, make M&E difficult.
97. The budget assigned for M&E includes the activities mentioned in the first paragraph of this section. There is no evidence that a budget has been allocated to monitor indicators and outcomes.

<i>Implementation of the M&E Plan</i>	Moderately Unsatisfactory (MU)
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98. In general, the monitoring and evaluation milestones established in the ProDoc, which are all the same for the implementation of GEF projects, have been met. The inception meeting, annual reports, mission reports, and terminal evaluation have been conducted.
99. Regarding PIRs delivered, they are of good quality and present detailed information on the operation of the different activities. The PIRs also provide details on the status of environmental and social risks, as well as details about gender aspects. The project provided key information to stakeholders for them to make decisions in the appropriate time.
100. The M&E system did not operate during the project execution. Baselines that were missing were not updated on time. By end of 2021, some baselines were contracted and now are being generated. Other baselines were questioned. For example,

fishermen who do not agree with the estimation of their average monthly income. References and tools used to obtain the data presented are not shown.

101. The project information is relatively complete, organized in the cloud that is currently shared among the project team members.

3.2.5 UNDP implementation/oversight, Implementing Partner execution and overall assessment of implementation/oversight and execution

Quality of UNDP implementation/monitoring	Moderately Satisfactory (MS)
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102. The project’s implementation and supervision are based on UNDP’s trajectory and accumulated experience as a GEF implementing agency at the global level, with presence and a long tradition of collaboration with the government of Panama.
103. UNDP added value from the inception phase. It has played a decisive role throughout the entire project’s cycle, accompanying the national authorities in designing, preparing the start-up phase, accompanying the team and supervising its execution.
104. UNDP is responsible for the project’s monitoring and evaluation in terms of compliance with the different tasks and milestones established within the GEF resources execution framework. It also provided technical assistance and supported the financial and administrative areas.
105. UNDP makes a difference with its multidimensional approach that comprises a wide range of challenges for development, adding value by mainstreaming gender and human rights approaches in the project.
106. Three areas in which UNDP could have played a more decisive role during implementation are identified. On the one hand, the close support in terms of political dialogue aimed at strengthening ownership by national authorities, at a time when the change of government slowed down the implementation.
107. The project benefited from the synergy and support provided by the Small Grants Program (SGP) and the UNDP Accelerator Laboratory. The project also collaborated with other projects such as “Get Airports Ready for Disaster (GARD)” (Association between UNDP and Deutsche Post DHL), participating in the workshop to prepare the Tocumen International Airport capacity assessment report. Likewise, the project supported some linkages and participated in the meetings to formulate the PIF of the "Integration of sustainable marine fishing value chains in a blue economy for the large marine ecosystems of the Canary Islands current and the coast of the Central American

Pacific (PACA)” project. On the other hand, the project served as a link with other projects and institutions such as MiPyME. The Group of Entrepreneur Women of Búcaro was tied to the decision makers of the region. Likewise, it also made recommendations on the key actors and their contacts for the Revitalization of Economic Activity in the Panama project.

- 108. Another aspect where the project was able to play a key role was during the induction process for the new project team, to avoid memory loss and accelerate their learning curve.

Quality of the executing partner's performance	Moderately Satisfactory (MS)
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- 109. MiAMBIENTE’s performance was compromised during the start-up phase due to the change of government and the consequent turnover of key people and positions. Considering that this is a recently created Ministry, it took some time to commit a new work team from the Directorate of Coasts and Seas, whose authorities were not involved in the project’s design.
- 110. Due to the arrival of new authorities, the project decided to conform a new work team that had the endorsement and the necessary support from the National Project Directorate to guide it towards the expected outcomes. It is important to mention that, for the Directorate of Coasts and Seas, the project has been an opportunity to strengthen its recently created institutional framework by clarifying competencies, roles and generating tools and capacities to meet its mandate.
- 111. MiAMBIENTE played a leadership role at the local, central, and regional levels. Meeting the needs of political articulation with other institutions involved in the project such as ARAP and MIDA. However, the highest level calling to engage decision makers in key aspects of implementation, such as the mobilization of co-financing resources, was not always achieved.
- 112. Lost time at the beginning had repercussions on the outcomes’ quality and scope. Considering that the institutional capacities installed in the territory are still limited and despite the good will, the lack of human and material resources hindered the accompaniment and the assimilation of the load that projects and initiatives deployed in the territory involve.
- 113. Stakeholders interviewed recognize the PCU’s commitment, flexibility, and willingness. The level of implementation achieved in such a short time, when building relationships

of trust with complex stakeholders and achieving an important call despite the limitations imposed by the pandemic, is remarkable.

114. The interviewees valued the accessible friendly, respectful and results-oriented relationship with the team as it showed flexibility and sensitivity to take advantage of opportunities and address challenges.

3.2.6 Risk Management, including social and environmental standards (safeguards)

115. Risks were reported in the annual PIRs and the overall risk categorization for this project remained moderate. Likewise, risks record was maintained in annual reports, in fact, these documents provided a better level of detail. The identified risks are properly dimensioned regarding the estimated probability and impact.
116. Significant risks are not included in 2020. The 2021 PIR only includes COVID-19 pandemic as a risk due to the implication of mobility restrictions. However, the project proposed virtual meetings, biosecurity protocols and social distancing as mitigation measures, something similar to what is proposed in the annual report, which is considered pertinent.
117. On the other hand, the annual report included the change of government administration as a risk. Although a mitigation strategy is not included, it is important that the risk has been recognized. Therefore, it would be expected that the risk is considered for the project's closure.
118. The project updated the SESP in 2021, identifying a risk associated with changes in land and resource use that may have adverse impacts on habitats, ecosystems and/or livelihoods. This is due to an inconvenience with local communities that use turtle eggs for consumption. Isla Cañas Wildlife Refuge Plan proposes restrictions on the use of turtle eggs. The project organized two public consultations to explain the initiative to the community and obtain opinions to revise the proposed plan.

3.3 Project Results and Impacts

3.3.1 Progress Towards Objective and Expected Outcomes

3.3.1.1 Component 1: Strengthening the regulatory and institutional frameworks

119. Component 1 shows significant progress and is on track to meet most of the originally established targets. The approval of the Oceans National Policy stands out as a key milestone in the national institutions' strengthening (Table 7).
120. The only indicator that does not record any progress, but instead reports a setback, refers to the increase in state funding for the integrated environmental management of marine-coastal areas. It was affected, among other reasons, by the general decrease in the state budget assignation to MiAMBIENTE due to COVID-19.

Table 1. Progress on Component/ Outcome 1 Indicators

Indicator	End of Project Target	Terminal Evaluation Comments
Indicator 3: National Coastal and Marine Policy	National Policy Proposal being discussed and in development	Target accomplished. The project developed the work and diagnostic plan for the Policy formulation. Subsequently, it held a focus group and 4 national level consultations in 2021 to have a final version, which was reviewed in December 2021 for its ratification. To date, the policy has already been lunched.
Indicator 4: Number of existing Environmental Consultation Committees (EACs) Watershed Committees (WC), and an Institutional Environmental System (SIA) strengthened.	EAC: 1 WC: 1 SIA: 1	Target partially accomplished Regarding the EACs, in June 2021 the project presented the initiative to the Municipal Councils of Pocrí, Pedasí and Tonosí thus the CCAs are being conformed. By May 2022, the CCA was sworn in Tonosí. The other 2 have 50% progress. In relation to the WCs, the project applied a survey to its members of CCs 124 and 126 to find out about gender participation in these working spaces. In addition, a virtual training was provided to CC 126 in November 2021. Regarding the SAI, it is not operational since the beginning of the project: It must be constituted from MiAMBIENTE, so it exceeds the project's scope.
Indicator 5: Increased government financing for the integrated	-\$1,000,000	Target not accomplished The project's target was affected by the incidence of COVID-19, which caused resources reallocation and, therefore, the budget cutting to different institutions.

Indicator	End of Project Target	Terminal Evaluation Comments
environmental management of the marine coastal areas		<p>Thus, in 2021, MiAMBIENTE's Directorate of Coasts and Seas received \$201,300, 30% less than what was expected.</p> <p>In addition, the project has supported training in project formulation and management, so that the Directorate can access international funds. Likewise, the project supported the Directorate to formulate three proposals. One of those, related to reef monitoring, was selected to receive financing from the MiAMBIENTE trust fund.</p>
Indicator 6: Change in capacity of decision makers (differentiated by sex) for marine coastal biodiversity conservation, sustainable use, and reduced risk through the UNDP Capacity Development Scorecard	<ul style="list-style-type: none"> - MiAMBIENTE: 77% - ATP: 77% - MIDA: 77% - ARAP: 74% - Municipalities: 40% - NGO: 80% Producer Associations: 77% 	<p>Target partially accomplished</p> <p>The project had problems at reporting this indicator due to the way the baseline percentages were reported and followed-up on:</p> <ul style="list-style-type: none"> - MiAMBIENTE: 69% The project gave workshops for DICOMAR officials, related to biodiversity and coral reefs monitoring. In addition, educational and audiovisual material is available to DICOMAR staff. -ATP 70% ATP actively participated in the development of the Ocean National Policy, since it is an official member of the commission for its formulation, development, and monitoring. - MIDA 69% The project carried out technical workshops on Management and Use of Agrochemicals and Personal Protection Equipment (PPE) aimed at farmers in the Tonosí district - ARAP 72% The project, in alliance with ARAP, supported the disclosure of the new Fisheries Law, approved by the National Assembly in 2021. - Municipalities 36% The three municipalities involved in the Project participated in the Local Board of Sustainable Azuero in October 2021, where 3 cleaner production agreements were signed by pig farmers and Mayors. In addition, they were included in the Ocean National Policy. They also supported programs such as the reforestation of 10 hectares in each district. Finally, officials from the municipalities participated in the virtual training sessions on the New Fisheries Law.

Indicator	End of Project Target	Terminal Evaluation Comments
		<p>- NGO 78%</p> <p>In 2021, the project supported the GAETIC community group in the Mangrove Route establishment, the sea turtle nursery maintenance, and in community training on sea turtles at RVS Isla Cañas: In addition, the beekeeping strengthening program was implemented in this place with the local community group ACEPAT (technology transfer, training, and equipment). Other activities have been co-financed with the SGP, such as water harvesting. With the UNDP Accelerator Laboratory, a citizen science project focused on marine litter inventories was implemented.</p> <p>- Producer Associations: 72%</p> <p>The ACEPAT and GAETIC associations led mangrove conservation and beekeeping actions Pocrí, Pedasí and Tonosí, producers implemented biodigesters in their pig farms. On the other hand, the project developed 2 trainings for the RVS Isla Cañas producers on the use of PPE.</p> <p>It is important to mention that GAETIC and ACEPAT mobilized their own resources to develop activities such as the “La Ruta del Manglar”.</p>

3.3.1.2 Component 2: Integrated environmental management of the target ZEMMC in the southern part of the Azuero Peninsula

121. Component 2 shows less progress despite concentrating most of the activities and efforts from PCU. Its indicators are compromised by weaknesses associated with baselines and target formulation that are unrealistic or impossible to meet, considering the general lag in implementation due to the difficulties in the initial phase of the project’s execution.
122. Only two out of the eight indicators have been met so far. Indicator 13 “Number of agreements between the districts of Pocrí, Pedasí, and/or Tonosí and the urban sector for the prevention, reduction, and control of land-based contamination and the management of trash and solid waste”, and Indicator 14 “Number of farms and cattle ranches with sustainable production certified by MiAMBIENTE or another competent authority”.
123. Three indicators will be partially accomplished (Indicators 7, 10 and 12), or report some progress, although they present significantly limited scopes in relation to the targets originally set. Three indicators (8, 9, 11) will not be met, due to

weaknesses in their formulation as they involve transformations that exceed the project's scope and time horizon (Table 8).

Table 2. Progress on Component/Outcome 2 Indicators

Indicator	End of Project Target	Terminal Evaluation Comments
<p>Indicator 7: Number of female olive Ridley sea turtles (<i>Lepidochelys olivacea</i>) nesting in 1.8 kilometers of protected beaches: La Marinera (0.8 km) and Isla de Cañas (1km, natural nursery site)</p>	<p>Isla de Cañas: 6,486; females La Marinera: 15,000 females</p>	<p>Target partially accomplished</p> <p>The project reports this indicator by number of nests because the MiAMBIENTE staff implements this way of reporting. Although the reporting methodology exists, the capacities to do so are not implemented. A consensus of equivalence between nests and females is being sought.</p> <ul style="list-style-type: none"> - 2020 Cañas Island: 1,867 nests - 2020 La Marinera: 19,960 nests <p>The project implemented several activities focused on mitigating the impact on the resource caused by the communities. For example, the Turtle Egg Utilization Plan was developed, which was validated with the community in July 2021. Likewise, a social diagnosis and analysis of the community's previous experience in the use/consumption of turtle eggs was carried out. This had the objective of proposing actions in the short, medium, and long term by MiAMBIENTE. In addition, actions such as evaluations of the light impact, training on beekeeping impact, among others, were carried out.</p>
<p>Indicator 8: Coverage of mangroves in the southern part of the Azuero Peninsula</p>	<p>6,072.3 ha</p>	<p>Target not accomplished</p> <p>According to MiAMBIENTE, the coverage of mangroves in Los Santos province is 5,829 ha + 04 m² in 2021. However, the baseline was reviewed with a GIS specialist, who identified that the baseline did not correspond to hectares of mangroves only. The project is waiting for the report to review that information.</p> <p>To meet the target, the project implemented the Mangrove Reforestation Program (5ha) and established two nurseries (Tonosí and Pedasí) managed by a community group. For the sites and species selection, they were identified in GIS and validated with a field visit.</p>

Indicator	End of Project Target	Terminal Evaluation Comments
		<p>Subsequently, the reforestation campaign was held.</p> <p>The magnitude of mangrove reforestation was affected by the limited availability of mangrove nurseries and the absence of suppliers specialized in mangrove reforestation in Panama. Therefore, one was implemented in the project offices and the other in Isla Cañas.</p>
<p><u>Indicator 9:</u> Sizes of the fish species of commercial interest selected upon finalization of the project</p>	<p>Grouper (<i>Epinephelus spp.</i>): equal to the baseline Snapper (<i>Lutjanus spp.</i>): equal to the baseline</p>	<p>Target not accomplished</p> <p>Average length of <i>Lutjanus guttatus</i> (spotted snapper) is 43 centimeters.</p> <p>Average length of <i>Lutjanus argentiventris</i> (yellow snapper) is 27.8 cm.</p> <p>Average size of <i>Epinephelus labriformis</i> (painted grouper) is 19.6 cm.</p> <p>There is a weakness related to the baseline establishment. It is expected that the Management Plan establishes an average size of the species.</p>
<p><u>Indicator 10:</u> Percentage of small-scale fishing cooperatives that adopt best practices for biodiversity friendly and sustainable fishing practices based on the FAO code of conduct</p>	<p>20%</p>	<p>Target partially accomplished: 10%</p> <p>Several members of the artisanal fishing cooperatives have participated in different friendly fishing activities. Thus, members of the Pedasieños United Fishermen's Association participated in dolphin identification and sighting workshops. In addition, 6 partners are participating in the fishing monitoring pilot program to identify interactions with marine mammals and megafauna. To date, the data collection phase has been completed and the report is being prepared. The methodology must be validated to invite fishermen to obtain data on quantity and quality of available fishing resources.</p> <p>On the other hand, 2 members of the Mixed Fishermen Association of Búcaro are part of the Women Leaders of the South of Azuero Network.</p> <p>In La Candelaria, the project supports an ARAP's initiative to co-manage longorón and lobster, which was requested by the community.</p>

Indicator	End of Project Target	Terminal Evaluation Comments
		The support has been given for scientific data collection and evaluation. In addition, an administrative resolution of co-management is being proposed and it has already been presented to the community.
Indicator 11: Median income of the small-scale fishermen who adopt biodiversity friendly and sustainable fishing practices	\$500/month	<p>Target not accomplished</p> <p>Indicator presented difficulties to be measured, the baseline calculation was very simplistic. Therefore, during the Management Plan development, it was requested to validate this information, and it resulted to be unreal. The project requested that, as part of the Management Plan, a survey be applied to find out the approximate income of the fishermen at the beginning of the project before the pandemic and after the reactivation.</p> <p>A week-long training session was held for fisherwomen from Búcaro. The training carried out by ARAP was oriented towards the transformation of fishery products, and was complemented by equipment donated through municipality programs, and ARAP.</p>
Indicator 12: Number of MiPyMEs associated with sustainable tourism throughout the marine coastal area with environmental management plans	4 MiPyMEs associated with sustainable tourism with EMP	<p>Target partially accomplished</p> <p>The design EMP indicator responds to a document of great magnitude. Thus, after consultation, it was decided to work with good tourism sustainability practices and a tool called "Biodiversity check".</p> <p>In 2021, the project launched an open call for tourism companies in southern Azuero interested in implementing good tourism sustainability practices in their operations. 6 companies applied and at the end of 2021 a process of mentoring, support and orientation of good practices began.</p>
Indicator 13: Number of agreements between the districts of Pocrí, Pedasí, and Tonosí and the urban development sector for the prevention, reduction, and control of land-based contamination and the	5	<p>Target accomplished</p> <ul style="list-style-type: none"> - 5 agreements have been signed: - 3 agreements with each of the Municipalities of Pocrí, Pedasí and Tonosí for the prevention, reduction and control of land-based pollution and solid waste management. To meet these agreements, a biodigester program was implemented in pig farms that were selected with the MIDA. Once the results and the

Indicator	End of Project Target	Terminal Evaluation Comments
management of trash and solid waste		operating system were ready, promotion agreements were carried out. - A Municipal agreement with councils from each of the districts for the adoption of the Municipal Plan for Environmental Education and Management of Natural Resources
Indicator 14: Number of farms and cattle ranches with sustainable production certified by MiAMBIENTE or another competent authority	2 new agro-tourism farms 2 agricultural farms or cattle ranches certified	Target accomplished Six pig/livestock farms are implementing biodigesters for the use of organic waste. Out of the 6, 4 have been certified by MIDA. It is important to point out that in the MIDA there are no agro-tourism farms registered, only agricultural and livestock farms. That is why the project worked exclusively with these.

3.3.1.3 Component 3: Gender Mainstreaming, Knowledge Management and Learning

124. Component 3 is on track towards meeting its targets, but the lack of a baseline does not allow a quantitative interpretation of the transformations motivated by GEF resources. The detailed progress of the indicators is shown in Table 9.

Table 3. Progress on Component/ Outcome 3 Indicators

Indicator	End of Project Target	Terminal Evaluation Comments
Indicator 15: Progress in the implementation of the Project Gender Mainstreaming Plan (see Gender Mainstreaming Plan, Annex M)	100%	Target partially accomplished: 80% (March 22) The gender plan was designed with specific activities for each of the Components. It sought to incorporate the approach into existing activities to avoid a greater work load. The plan is updated every 2 months. So far progress has been made as detailed below: - Gender considerations were incorporated into the Terms of Reference and methodological processes of all consulting contracts during 2020 and 2021. - In addition, as part of the Ocean National Policy, gender considerations were incorporated into each stage of the process, from diagnosis to public forums. - Surveys were applied to Basin Committees 124 and 126. - In 2021, 2 workshops were held with groups from the Women Leaders of the South of Azuero Network. - 25 women participated in a workshop on gastronomic techniques with local products.

Indicator	End of Project Target	Terminal Evaluation Comments
<p>Indicator 16: Information management and monitoring system on coastal marine biodiversity</p>	<p>Information management and monitoring system on coastal marine biodiversity operating</p>	<p>Target partially accomplished</p> <p>The project information will be hosted on the MiAMBIENTE website (National Environmental Information System - SINIA). Formats have been generated so that baseline information such as reports, videos, infographics, etc. can be loaded. The project sought to enhance what already exists and avoided to create an additional site.</p> <p>Additionally, the project identified information gaps on natural resources, biodiversity, sustainable tourism, and others, on the 3 Municipalities' webpages. Subsequently, meetings were held with the focal points in charge of the websites. The relevant information that must be included in each municipality has been defined. The information has not yet been uploaded to the websites.</p> <p>Finally, the project developed 3 maps with the implemented activities, which will be updated on a regular basis.</p>
<p>Indicator 17: Number of documents on best practices and lessons learned made available to other ZEMMCs in the country and internationally</p>	<p>1</p>	<p>Target accomplished</p> <ul style="list-style-type: none"> - The project managed one of the chapters of the Reforestation Manual for Degraded Mangrove Areas, which was launched on the first day of reforestation. - UNDP Accelerator Laboratory supported the developing of 2 infographics; one related to activities in 10 homes on classification and generation of waste in the Tonosi district; another one on recyclers' socio-economic data. In addition, in this collaboration, the Guide for Inventories of Marine Garbage and Micro Plastics was managed - The Guide on Marine Mammals and Reptiles, originally published by ARAP, was reissued.

3.3.2 Relevance

Relevance	Satisfactory (S)
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125. The project is of high global relevance as it clearly contributes to the fulfillment of the international commitments acquired by Panama within the World Biodiversity Convention framework, meeting at least five of the Aichi Targets. Regarding the GEF, the project can be placed within the Objective 4 of the Biodiversity Focal Area framework related to mainstreaming conservation and sustainable use of biodiversity in productive landscapes.

- 126. The interviews confirm that the project has been oriented from the demand side. It is aligned from its conceptualization with national policies such as the Environmental General Law, the National Biodiversity Strategy and its Action Plan and contributes to consolidating a policy objective that consists of generating models and references that allow for the ZEMMC management to be put into practice.
- 127. The project is aligned with the Cooperation Framework for Sustainable Development in Panama and the UNDP Country Program 2021-2025 in Panama and, through innovative approaches, responds to several sustainable development objectives and the 2030 Agenda. This project contributes specifically to Outcome 3: “By 2025, Panama will be resilient and will have implemented public policies for adaptation and mitigation to climate change, neutralization of land degradation, protection of biodiversity, integrated environmental management, and reduction of disasters risks and health crises with a territorial, intercultural, human rights, gender and life cycle approach”.
- 128. The project is highly relevant for key actors at the national level as it strengthens the environmental institutions in the country through the formulation of policy tools that allow progress in the definition of competencies and priorities, for example the Oceans National Policy which was approved with the broad participation of stakeholders throughout the country. Likewise, it meets specific needs identified by actors in territory, aiding with the comprehension of global, national and territorial environmental governance.

3.3.3 Effectiveness

Effectiveness	Moderately Satisfactory (MS)
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- 129. The project contributes directly to the accomplishment of Sustainable Development Goals - SDG 1: End poverty in all its forms, everywhere; SDG 2: Zero Hunger; SDG 5: Achieve gender equality and empower all women and girls, SDG 12: Ensure sustainable consumption and production patterns, and SDG 14: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.
- 130. The project is also in line with GEF priorities, such as addressing the causes of environmental degradation. In addition, the project has developed comprehensive solutions, and contributes to creating synergies in environmental areas to generate multiple benefits. Likewise, the project supports the Panamanian Government in the development of its plans and policies, in this specific case the Ocean National Policy.

131. Regarding the achievement of the established objective, the progress of the associated indicators suggests that the proposed target will not be achieved. On the one hand, although a significant number of beneficiaries are reported for the first indicator, many of them have been included for participating in some training or workshop; however, this does not guarantee that they have been benefited with strengthened livelihoods through solutions for natural resources management.
132. Regarding the second indicator, it was not achieved either. It left a significant gap to meet the planned target. For this indicator, the area of 24,284 hectares which benefited from the Turtle Eggs Plan has been included, as well as the beekeeping strengthening program in its initial phase, installed nuclei and training. The lack of a baseline, as well as the weaknesses recorded in terms of monitoring and follow-up of the project, do not allow to evidence that a significant change has been generated within the intervened landscapes. Although the project activities represent progress on a very limited scale, they cannot necessarily be considered landscape and seascape areas with improved managed yet. Best scenario, and only if there are clear mechanisms for sustainability and scalability, this type of transformation could be expected in the long term.

Table 7 Progress of Impact indicators

Indicator	End of Project Target	Terminal Evaluation Comments
Indicator 1: Number of people benefitting from Strengthened livelihoods through solutions for management of coastal marine natural resources and ecosystems services	4,467	Target not accomplished: A significant number of people have participated in different activities carried out by the project. The number is calculating from the sum up of: - 689 people who participated in workshops, trainings and meetings created by the project. - 369 people benefited from the reforestation and biodigester program on pig farms, protecting the Altos del Noneco ravine. - 523 people from Lajamina, district of Pocrí, beneficiated by a reforestation and biodigester program
Indicator 2: Area (hectares [ha]) of land/seascape with Improved management	292,970 ha	Target not accomplished: The Fisheries Management Plan is under development with the support of the project. Its approval and subsequent implementation would make it possible to comply with the total landscape area under improved management. However, this is not likely to happen in the short time that remains until the end of the project.

Indicator	End of Project Target	Terminal Evaluation Comments
		<p>In Isla Cañas, 24,284 ha are reported as benefiting from the Turtle Eggs Plan, as well as by the Beekeeping Strengthening Program in its initial phase, installed nuclei and training. In addition, the project provided training on the management of agrochemicals and PPE issues.</p> <p>- 35 ha have benefited from reforestation with native species and fruit trees, as well as mangrove reforestation.</p> <p>- The Fisheries Management Plan for the ZEMMC of the Southern part of Azuero and La Candelaria Zone Co-management (Pocrí) are still in the process of implementation.</p>

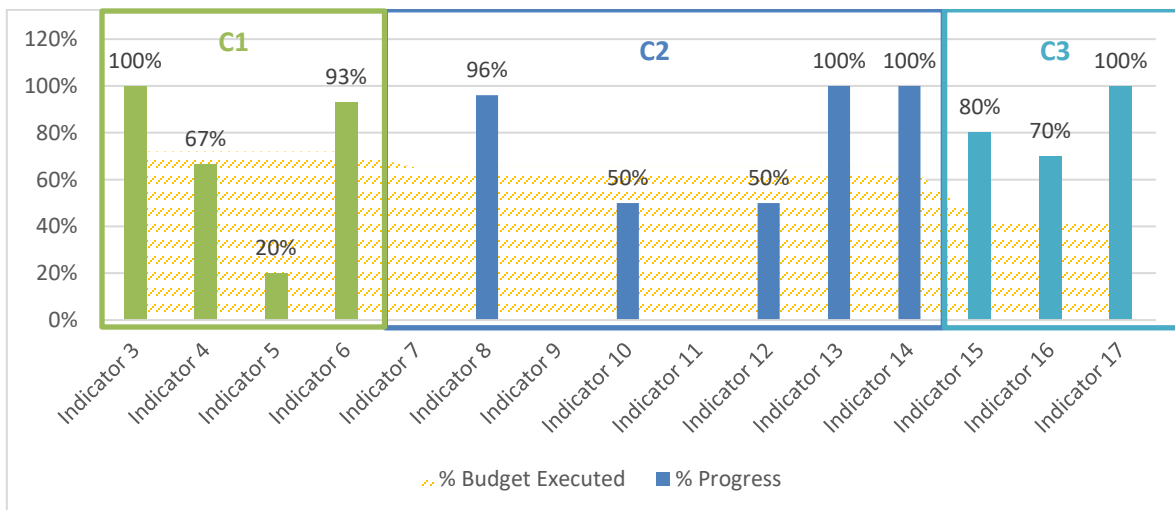
3.3.4 Efficiency

Efficiency	Moderately Satisfactory (MS)
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133. The project has not requested an extension for its implementation. It does not present considerable delays caused by the COVID-19 pandemic, which is an aspect that has affected all the project's operation. According collected testimonies and considering that there is still a gap in budget implementation, it could be concluded that the resources allocated were sufficient, but the estimated time was not.
134. It is considered that during the second implementation phase, that coincides with the PCU change, the use of time was adequate. Despite the time lost during start-up, the project has tried to comply with the planned activities according to its work annual plans and achieve the targets for the proposed indicators. However, several indicators require more time to report their results and to be properly assimilated and appropriated by the participating authorities and beneficiaries.
135. However, in terms of efficiency in resource use, it could be seen that the time lost at the beginning of the project impacted the quality of implementation. For example, out of the six installed biodigesters, at least two are not functioning normally. One fell, the other was flooded and only six months have passed since their construction. On the other hand, the biogas generated is partially used. The project has provided supporting information on this finding, which confirms that, even though the guidelines established for the contracting of biodigesters were followed, at least two of visited during the mission are not operating as they used to do when they were delivered, months ago.

136. Another example is reforestation through living fences. Within one of the farms visited, these fences were planted practically next to pre-existing ones. Thus duplication instead was verified, evidenced likewise by a significantly slower growth of the plants planted.
137. A publication on environmental education aimed at children, which shows the GEF, UNDP and project's logos on its cover was a good initiative and presents an appropriate story for the target audience. Unfortunately, it has many misspellings.
138. Although the project did not originally include a budget for gender inclusion issues, several activities that were carried out required one during implementation. Details about the activities carried out are mentioned in section 3.3.7.
139. In general, Component 1 is the most inefficient, considering the 70% progress in indicators against the 78% reported budget implementation. In contrast, Component 3 shows an average 83% progress and has only spent 43% of the resources. It is important to mention that there are indicators that have not been reported in Component 2 (Figure 3).

Figure 3. Percentage of Disbursements versus Progress on Component indicators



Source: Combined delivery reports, 2019 - 2021; PIR, 2021.

3.3.5 Overall Outcome

	Score
Relevance	Satisfactory (S)
Effectiveness	Moderately Satisfactory (MS)
Efficiency	Moderately Satisfactory (MS)

Overall Outcome	Moderately Satisfactory (MS)
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3.3.6 Sustainability: financial, socio-economic, institutional framework and governance, environmental, overall likelihood of sustainability

Overall likelihood	Moderately Likely (ML):
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Socio-economic sustainability	Moderately Likely (ML):
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140. Sustainability prospects are still uncertain, since a project exit strategy has not been developed yet and stakeholders are not clear about what will happen after the project closes. To date, a new project or initiative that takes the lead in monitoring GEF investments has not been verified. However, there are opportunities in the Project (PIMS+ 6591): “Integration of sustainable marine fishing value chains in a blue economy for the large marine ecosystems of the Canary Islands’ and the Central American Pacific Coast (PACA)”.
141. The main risk found in primary information refers to political stability, change of authorities and the rotation of key stakeholders within the participating institutions. However, the Oceans National Oceans Policy approval provides an opportunity to keep key processes on track, regardless of changes in government or key authorities.
142. In general, beneficiaries expect to continue with the developed activities. They express their motivation and commitment and recognize that the acquired capacities motivate them to continue. However, barriers such as beneficiaries’ education level, absence of a socially solid structure and low levels of associativity and access to credit have a significant impact on the sustainability of the GEF’s investments.
143. The indicator aimed at increasing government financing for integrated environmental management of marine-coastal areas did not meet its target. In fact, in 2021, MiAMBIENTE’s Direction of Coasts and Seas was affected by the COVID-19 pandemic and it only received \$201,300, approximately less than 30% of the resources expected.
144. Although other key institutions, such as ARAP, MIDA and the participating municipalities, value the project’s achievements, they also confirm that they do not have additional resources allocated to monitor or scale up the GEF investments.

145. Regarding practices and innovations' scaling up and replication: although there are expectations from other stakeholders in the territory that did not participate in the project, there are no resources or new initiatives to materialize them. The SGP resources that were allocated for the Azuero Peninsula even before the project, will no longer be available for its future programming.

Financial sustainability	Moderately Unlikely (MU):
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146. Probably, better financial sustainability could be expected from projects financed through PPD, since most of them are on track and are not expected to stop once the project is over. In some cases, there is a market for the products and services generated, and in others, such as NGOs or community-based groups, they depend on the beneficiaries' trajectory and ability to raise funds.

Environmental sustainability	Moderately Likely (ML):
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147. Accelerated urban growth in intervention areas poses a risk to the intervention's sustainability. Likewise, grasslands transformation, unsustainable production practices and patterns, and use of natural resources are clear threats to the integrity of natural resources and the environmental services they produce.

148. Extreme weather events and their impact on people's life quality could potentially increase pressure on resources such as turtle eggs.

3.3.7 Country ownership

149. The project's concept was developed within the creation of MiAMBIENTE context and responds to public policy priorities to strategically accompany and strengthen institutional response capacity.

150. ZEMMC of the Azuero Peninsula and specific intervention sites selection, responds to a strategic definition that sought to provide an exit for this conservation figure that was unsuccessfully addressed in other ZEMMC by other projects and initiatives in the past.

151. The intervention area contains natural resources of global importance, which are linked to the resources' importance in the area and to its potential for tourism development.

152. The project leaves an important legacy in terms of public policy with the Oceans National Ocean Policy approval, as well as with the capacity building process at central, regional, municipal and community levels. Likewise, at the municipal level, it

materializes commitments and agreements to continue with key aspects of land use planning and solid waste management. The project has played the role of activating spaces that are recognized in national regulations, such as advisory councils and other spaces for social participation in environmental governance.

3.3.8 Gender equality and women's empowerment

153. The project had a Component that tacitly included gender issues. Within the Component 3 framework, a working plan for gender mainstreaming was developed, which included an action plan with specific activities for each Component. This document is based on the plan developed during design; however, it does not allocate a budget for each activity.
154. The interviewees mention that this plan's characteristic was flexibility, and it was periodically reviewed to adapt it to the project's needs. For each year the plan proposed specific activities.
155. The project has sought to ensure participation of women and men under equal opportunities. In this sense, it has used participatory consultation processes for the direct beneficiaries' selection, for capacity building and for developing actions such as beekeeping in mangroves, biodigesters installation in pig farms, and reforestation of mangroves and farms.
156. Although gender criteria inclusion for the beneficiaries' selection is valuable, women's participation in workshops and training meetings could have had a greater impact if the invitation was distributed among several key women, instead of centralizing it in just one leadership. Regarding this, the project confirms that, in the case of Búcaro, the invitation increased the number of beneficiaries, thus correcting the leadership centralization.
157. A relevant achievement of the project's intervention was the empowerment of the Women Leaders of Coastal and Marine Resources in Azuero Sur Network in the districts of Pocrí, Pedasí and Tonosí, to help strengthen environmental resilience capacities in the region.
158. According to PIRs, the project has contributed to the following areas: a) Contributes to closing gender gaps in access and resource control b) Improves women's participation and decision-making in the governance of natural resources c) Directs socioeconomic benefits and services to women.

3.3.9 Cross-cutting Issues

159. The identified cross-cutting issues have been included in the project and are aligned with UNDP's country program strategies, including climate change mitigation and adaptation, human rights, and South-South cooperation.
160. According to information provided, it is evident that the project sought to work with local communities, artisanal fishermen, agricultural and livestock farms owners, and municipal authorities to strengthen their capacities and tools so they incorporate biodiversity conservation objectives in marine-coastal production landscapes where they live and which they use.
161. The project belongs to the GEF's biodiversity area. Obviously, its strategy does not include issues directly related to improving community conditions for climate change, for example, early warning systems. However, it worked on solid waste management and tested biodigesters which used organic waste to convert it into fuel and thus reducing GHG emissions.
162. The project's objective is "to mainstream the conservation and sustainable use of biodiversity into production land/seascapes for the comprehensive environmental management of coastal marine areas and for the benefit of the coastal population". It is directly related to the priorities of the UNDP's Country Program Document in Panama. The project is within the Outcome 3 framework of this document.
163. The project supported the initiative to establish a co-management zone for the Jalamina longorón (*Solenia rudis*) and Pacific green lobster (*Panulirus gracilis*) fisheries, through the collection of scientific data necessary to support the proposal and organize public consultations necessary to work in the proposed administrative resolution of the ARAP, related to co-management of La Candelaria (Pocrí District). This shows that there was a good relationship between the project and the beneficiaries.

3.3.10 GEF Additionality

164. The project had a catalytic role in the Oceans National Policy approval. It is possible that, without the project, this legal instrument would have taken a longer time to be approved and would not have considered cross-cutting approaches such as the landscape approach. Likewise, the project played a decisive role in accompanying and strengthening the recently created Direction of Coasts and Seas in MiAMBIENTE.

165. Through the project, innovative approaches emerged for sustainable livelihoods development from an integrated landscape management perspective, involving stakeholders and initiatives at different critical points in the intervention area. This unprecedented, experimental and, in some cases, pioneering in terms of technologies and transversal approaches in the Azuero Peninsula would hardly be achieved without the project.

3.3.11 Catalytic/Replication Effect

166. Regarding practices and innovations' scaling up and replication: although there are expectations from other stakeholders in the territory that did not participate in the project, there are no resources or new initiatives to carry them out. For example, interest on the part of neighbors and producers in activities such as biodigesters and reforestation was identified.

167. To date, there has been a relatively low level of disclosure of the practices, innovations and small business developed thanks to the GEF investments. A systematization process and a strategy are required the use of photos, videos, testimonies, and more material that the project has collected throughout its implementation which has not been shared or used to invite other stakeholders to replicate and escalate them yet.

168. Among the practices and results with the greatest replication potential are the co-management experience based on scientific data, reforestation with timber and fruit species on degraded lands dedicated to livestock, biodigesters, and community enterprises related to honey production, tourism and food preparation.

169. The conformation of women leaders' networks and groups brought together a significant and growing number of women and demonstrates a significant demand in terms of empowerment services, organization and associativity strengthening.

3.3.12 Impact Progress

170. The two objective level indicators are not met due to the high dispersion of activities with a limited impact within the intervention sites, which were mostly developed in the last two years, so it is still too early to see results. It cannot be affirmed that the project has made a significant contribution in terms of mainstreaming the conservation and sustainable use of biodiversity in productive landscapes. It cannot be affirmed that the

project has strengthened the marine-coastal areas comprehensive management to benefit the population.

171. Regarding monitoring carried out through the GEF basic indicators, the project supported the restoration of 35 ha of land (30 ha of forest and 5 ha of wetlands). Furthermore, it helped 6,026 ha to be under improved practices (improved management for the benefit of biodiversity). In addition, 160,640 ha of marine habitat with improved practices for the benefit of biodiversity are reported. It sums up a total of 0.3598 million hectares under improved management. On the other hand, the basic indicators report that 1,078 people were direct beneficiaries of the GEF's investment.
172. However, the project has generated a series of pilots and interesting results, like the Oceans National Policy, which still seem disperse and deserve to be integrated from a narrative that ends up positioning the integrated landscape management and sustainable livelihood approaches.
173. The impact on beneficiaries is, in most cases, clear and positive. However, the assimilation capacity of the institutions in charge of the project monitoring does not ensure that the GEF investments can be held in the medium and long term. In this sense the proposed target was not reached even though there is improvement in decision maker's capacities evidence in the indicators.
174. The project also contributed to the improvement of resource management through the development of plans like: Use of Turtle Eggs Plan and the Management Plan for snappers and groupers artisanal fishing in the Special Coastal Marine Management Zone (ZEMMC) at the southern part of the Azuero Peninsula which includes the proposal for a responsible fishing zone that involves the ZEMMC (292,970 ha). Although the scope of the project was to prepare the plans and not to implement them, the impact would have been greater if the project included a roadmap for its implementation. For this reason, a meeting was held in April 2022, between ARAP and MiAMBIENTE, to discuss a roadmap for the implementation of the plan within each institution competences within the Management Plan framework.

4 MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS, LESSONS LEARNED

4.1 Main Findings

Project Formulation / Design

175. The project is highly relevant and aligned with national policy objectives, particularly the National Biodiversity Policy. In addition, it is aligned with the UN Sustainable Development Cooperation Framework in Panama and the 2021-2025 UNDP's Country Program in Panama and responds to several Sustainable Development Goals from the 2030 Agenda.
176. The design process was extensive and involved the participation of national and local authorities, technicians, civil society organizations and participating communities. The project's concept presents a balance between public policy and strengthening of environmental institutions at the national level with connection to territory. In addition, it presents an integrated landscape approach that combines a high number of interventions.
177. In relation to the design weaknesses, the theory of change is generic and particularly weak in terms of describing the causal relationships between the different interventions, particularly in Component 2. In addition, it presents a high dispersion of activities in a wide geographical area, which entails the risk of diluting the impact in small, focused interventions. On the other hand, weakness is found when developing the indicators as only two of seventeen meet the SMART criteria.
178. The ProDoc proposed a gender analysis and plan. The first one collects relevant information on the subject in the country and the second one proposes specific activities with their respective indicator, target, baseline, deadline and person in charge. This applies for each Outcome. Thus, it also proposes a stakeholder participation plan that establishes the participation mechanisms that the project would apply during its operation.

Project Implementation

179. Two different moments take place during the execution. A first moment characterized by a slow start in the first 18 months where no concrete progress in the fulfillment of

project outcomes and indicators. From March 2020, with the new project coordinator's hiring, a second moment in the project's management begins which demonstrated adaptive management capacity that allowed the project to be redirected towards the achievement of its outcomes and targets.

180. The adaptive management capacity is demonstrated in decisions like installing the PCU in Pedasí, as well as changes the scope of indicator 14. Despite this, the project demonstrated flexibility to address emerging needs and opportunities. However, the time lost during the project's beginning had repercussions in different ways on the quality and depth of certain outcomes that were out of time.
181. The project has promoted work in partnership with local producers and government institutions such as MIDA, MiAMBIENTE and ARAP. The project met several of the milestones proposed in the involvement plan, however the communicational issue could have had a greater scope.
182. The original budget of the project was \$1.78 million USD from the GEF for the execution period of four years. To date, according to the reports provided, the project has disbursed \$1,305 million, that is, 73% of the total available budget. In relation to co-financing, the project expected to receive an amount of \$5,603,208 USD. However, to date, co-financing of only \$345,351 USD (6.16%) has been recorded.
183. The ProDoc presents an M&E Plan which follows the main GEF guidelines. It is important to mention that a mid-term evaluation is not included as it is not mandatory due to the amount of GEF financing. However, the ProDoc does not present a monitoring system for the indicators and only the logical framework matrix is presented.
184. The M&E Plan was complied with, but an M&E system for the indicators was not designed or operated. The pending baselines were not updated on time and it was not until the end of 2021 that some baselines were contracted.
185. UNDP could have played a more decisive role during implementation. On the one hand, the accompaniment was key in terms of political dialogue, aimed at strengthening ownership by national authorities at a time when the change of government slowed down implementation. On the other hand, synergy could have been strengthened with other projects in the UNDP national portfolio in addition to the PPD projects and the Acceleration Laboratory.
186. MiAMBIENTE performance was compromised during the start-up phase due to the change of government and the consequent turnover of people, and due to the decision

to convene a new work team that had the necessary support and endorsement. MiAMBIENTE played a leadership role at the central, regional, and local levels, however, it did not always manage to concretize the expected call at the highest level to engage decision makers in key aspects of implementation.

187. Risks were reported in the annual PIRs and the overall risk categorization for this project remained moderate. For 2020, no significant risks are included. For 2021, the PIR only includes the COVID-19 pandemic as a risk due to mobility restrictions. In relation to environmental and social risks, the project updated the SESP in 2021, identifying a risk in changes in the use of land and resources that may have impacts as local communities use turtle eggs for human consumption. The project carried out two public consultations on the matter.

Project outcomes and impact

188. Component 1 shows significant progress and is on track to meet most of the originally established targets - Oceans National Policy's approval stands out. Component 2 shows less progress despite concentrating most of the PCU's activities and efforts. Its indicators are compromised by weaknesses associated with baselines and target formulation. Component 3 is on track to meet its targets, although the lack of a baseline does not allow for a quantitative transformation reading.
189. The project is highly relevant at a global level and clearly contributes to the fulfillment of Panama's international commitments within the framework of the World Convention on Biodiversity. In addition, it is aligned with the Sustainable Development Cooperation Framework in Panama and the UNDP's Country Program for the 2021-2025 period in - Panama. However, since its conceptualization it is aligned with national policies, which make it relevant for key stakeholders at a national level as it strengthens the environmental institutional framework in the country through policy tools.
190. The project contributes to the achievement of 5 SDGs. In addition, it is aligned with the GEF's priorities in outcome 2 and objective 1 to address the causes of environmental degradation.
191. Regarding the established objective achievement, the first indicator reports a significant number of beneficiaries. However, many of them have been included for having participated in some training or workshop. Nevertheless, this does not guarantee that

they have benefited from strengthened livelihoods. The second indicator was not achieved either, leaving a significant gap to meet the planned target.

192. The project has not requested an extension of time for its operation, and it does not present considerable delays due to COVID-19 restrictions. It is considered that during the second phase of execution, which coincides with the PCU's change, the use of time was adequate. However, it was observed that the time lost at the beginning of the project affected the implementation quality.
193. Sustainability perspectives are still uncertain since an exit strategy for the project has not been developed as of yet and the stakeholders are not clear about what will happen after the project closes. The main risks are political stability, change of authorities and the consequent turnover of key actors in the participating institutions.
194. Financial sustainability is also uncertain as the project made progress, but not as expected. On the one hand, due to the change in financing priorities, MiAMBIENTE received an allocation equivalent to 30% of what it received before the pandemic. Regarding the scaling and replication of the practices and innovations used, although there are expectations from other stakeholders in the territory that did not participate in the project, a structured response from the institutions to meet the demand for technical assistance and financing has not been identified yet. Probably, better perspectives for financial sustainability could be expected from projects financed through SGP.
195. Regarding environmental sustainability, the accelerated urban growth in the intervention areas, as well as the transformation of pastures and the maintenance of unsustainable practices and patterns, pose a risk to the sustainability of interventions.
196. The project has sought to ensure the participation of women and men with equal opportunities. A relevant achievement of the project intervention was the empowerment of the Women Leaders of Coastal and Marine Resources in Azuero Sur Network in the districts of Pocrí, Pedasí and Tonosí.
197. The project had a catalytic role in the Oceans National Policy's approval, it is possible that without the project this legal instrument would have taken a longer time and would not have considered cross-cutting approaches such as the landscape approach.

4.2 Conclusions

198. This is a demand-based project, which serves an area of global importance for biodiversity and is highly relevant and aligned with national policy objectives, in the

MiAMBIENTE and the creation context of the Direction of Coasts and Seas and the operationalization of the ZEMMC.

199. The design presents an integrated landscape approach, the dispersion of activities in a wide geographical area presents the risk of diluting the impact in small, focused interventions. The ProDoc does not present a detailed analysis of the areas of intervention, does not justify the initial situation with documentation and does not develop an barriers analysis, therefore some targets are unrealistic.
200. Two different moments take place during the execution. A first moment affected by the change of government and during the first 18 months it barely executed 8% of the budget. From of March 2020, with the new project coordinator's hiring, a second moment in the project's management begins which demonstrated adaptive management capacity that allowed the project to be redirected towards the achievement its results and targets.
201. The new PCU was installed in Pedasí and a broader technical team was consolidated. It also adapted indicators and targets to the different realities found in the territory which meant limiting the scope of 7 out of 17 indicators (7, 9, 10, 11, 12, 14, 16).
202. The project's budget is \$1.78 million USD for the four-year operation period and 73% has been executed so far. Regarding mobilization of co-financing resources, barely \$345,351 USD were achieved, which is equivalent to 6.16% of the committed amount.
203. Component 1 shows significant progress and is on track to meet most of the original goals. The approval of the National Ocean Policy stands out. The only indicator that does not record any progress refers to the increase in state financing for the integrated environmental management of marine-coastal areas.
204. Component 2 shows less progress. Only two out of eight indicators have been met so far. Indicator 13: "Number of agreements between the districts of Pocrí, Pedasí, and/or Tonosí and the urban sector for the prevention, reduction, and control of land-based contamination and the management of trash and solid waste" and Indicator 14: "Number of farms and cattle ranches with sustainable production certified by MiAMBIENTE or another competent authority". Three indicators will be partially achieved (Indicators 7, 10 and 12), while three indicators (8, 9, 11) will not be achieved.
205. Component 3 is on track to meet its goals, although the lack of a baseline does not allow for a quantitative reading of the transformations motivated by GEF resources.

206. The two indicators at the objective level are not met due to the high dispersion of activities with a limited impact in the intervention sites. Thus, it cannot be affirmed that the project made a significant contribution in terms of mainstreaming conservation and sustainable use of biodiversity in productive landscapes.
207. Sustainability perspectives are still uncertain as an exit strategy for the project has not yet been developed. In general, beneficiaries expect to continue with the activities. They confirm their motivation and commitment. However, they have structural barriers, such as beneficiaries' educational level, lack of a solid social structure, low levels of associativity and access to credit.

4.3 Recommendations

#	Recommendation	Responsible	Timeline
Component			
1	Some activities have been reported as completed, however, during the field visit it was shown that they are not fully operational. For example, not all the installed biodigesters are working normally, despite the fact that they have been recently installed. It is recommended that the extended supplier liability are utilized to repair existing damage and reinforce the structure against rain and wind.	PCU	3 months
2	An important milestone of the project was the creation of the National Ocean Policy. It is recommended to accompany the ministries involved in measuring the scope, resources and capacities required for its implementation. It is important to have a roadmap to take advantage of the momentum that Panama will have in 2022 as the venue for the XIX Latin American Congress of Marine Sciences - COLACMAR.	MiAMBIENTE PCU UNDP	3 months
3	The lobster and longoron co-management in La Candelaria community, in the Pocrí District, showed that the artisanal fishermen of the area use sustainable management techniques. However, it is not the same for large scale foreign fishermen who operate on a large scale. Although there is a Management Plan, it is necessary to strengthen capacities and resources for the environmental authority to exercise control over the ships, which are a few and are clearly identified.	ARAP MiAMBIENTE	9 months
4	The project financed a publication developed and published by Fundación Tortugas Pedaquí in the framework of its project which is co-financed by SGP UNDP/GEF MiAMBIENTE Azuero Sostenible. In the version received by the evaluator, the publication had spelling mistakes, particularly pronunciation marks. Although the final corrected digital version has been presented to the evaluator, it is not recommended to take the paper version out of circulation. However, it is necessary for the project to correct the paper version for the public.	PCU UNDP MiAMBIENTE	1 month
Sustainability			

#	Recommendation	Responsible	Timeline
5	Gas was generated through the biodigesters installed in pig farms in the Pocrí, Pedasí and Tonosí districts. However, it is being underutilized (used to supply hot water for a house). Additional efforts through studies or evaluations to manage and take advantage of this gas are key.	PCU MiAMBIENTE	3 months
6	The project has had a demonstrative nature due to the implementation of the different pilots, so it has generated a lot of information (videos, studies, consultations, analysis, etc.), which are not available to the public. A knowledge management strategy is recommended that goes beyond the usual systematization of the project and ensures tools aimed at local actors to increase their appropriation and empowerment.	PCU UNDP	6 months
7	The project implemented reforestation activities in livestock areas, which showed some resistance of farmer and cattle ranches. However, the pilots generated interest with other farms to expand the planting. In this sense, it is recommended that the project identify other mechanisms or funds to continue with the reforestation activities.	MiAMBIENTE MIDA UNDP	9 months
8	The project demonstrated that it is possible to add value and generate new ventures, such as business opportunities related to honey production and tourism on Caña Island, as well as women's ventures in Búcaro. It is recommended to draft project proposals aimed at state agencies and international funders to ensure that the beneficiaries can complete their learning curve, formalize their operations, and consolidate their launching to the market.	MiAMBIENTE ARAP MIDA	6 months
Exit Strategy			
9	The project must develop an exit strategy to reduce the high uncertainty that exists regarding continuity of GEF investments. It is recommended to quickly start the process of bringing actors together, identifying resources and achieving clear commitments related to continuity and mobilization of additional resources to scale up carried out practices and activities.	PCU MiAMBIENTE UNDP	3 months
10	It is recommended to hold a project-level closing event but also additional closing events in each municipality with the objective of giving back to the communities and outgoing local governments for everything that has been done, and ensure the sustainability of successful activities.	PCU	3 months

4.4 Lessons learned

208. Knowledge management must be planned and constant from the project's beginning, it must also be articulated to the pilots during its implementation, preventing it from being an ex-post action.
209. The project was supported by the Municipalities of Pocrí, Pedasí and Tonosí's social media for the disclosure of initiatives and activities. Project's communication through

UNDP's social media serves a different target group than the beneficiaries and local actors, who generally do not follow the UNDP's social media. Although it is important to maintain corporate communication, this type of project's communication must be aimed at a local audience. It must in the beneficiaries and stakeholders reach so can become motivated to replicate and scale the pilots.

210. The project did not have an M&E plan for its indicators. Methods, frequency, persons responsible and risks were not established. In addition, several baselines were not available which affects the M&E quality and makes it difficult to guide the project's implementation strategy and adaptive management.
211. Leveraging existing governance structures, that are not operational, decreases operation periods. The project took advantage of and strengthened spaces such as Basin Committees and Environmental Consultative Committees that were already regulated and formed.
212. Indicators that were generated within the Gender Plan were not incorporated into the project's results framework. Although the plan considers activities and tools for each of the Components, resources were not allocated to implement the planned activities. Despite this, the project sought to ensure the mainstreaming of the gender perspective in the project.

5 ANNEX

5.1 Annex 1: Terms of Reference



MINISTERIO DE
AMBIENTE



AZUERO
Sostenible



Términos de Referencia de la Evaluación Final (TE)

Título del Proyecto: “Conservación y uso sostenible de la biodiversidad en las zonas de producción marino-costeras” - Azuero Sostenible

Número de Proyecto: Award 99240 / Output 102547

Tipo de Contrato: Contrato Individual (IC) para realizar Evaluación Final del Proyecto: “Conservación y uso sostenible de la biodiversidad en las zonas de producción marino-costeras” - Azuero Sostenible

Supervisor Directo: Oficial de Programa y Coordinadora de Proyecto, quienes coordinarán con MiAMBIENTE y PNUD

Modalidad de Ejecución: Proyecto de Implementación Nacional (NIM)

Lugar: Ciudad de Panamá / Provincia de Los Santos (distritos de Pocrí, Pedasí y Tonosí)

Fecha de Inicio Estimada: 9 de mayo al 20 de junio de 2022

Duración: 43 días calendario (33 días efectivos de trabajo)

1. INTRODUCCIÓN

De acuerdo con las políticas y los procedimientos de SyE del PNUD y del FMAM, todos los proyectos de tamaño mediano y ordinarios respaldados por el PNUD y financiados por el

FMAM deben someterse a una evaluación final una vez finalizada la ejecución. Estos términos de referencia (TdR) establecen las expectativas de una **evaluación final del proyecto mediano titulado “Conservación y uso sostenible de la biodiversidad en las zonas de producción marino-costeras” (N.º del PIMS 5750) Award 99240/ Output 102547** implementado a través del *Ministerio de Ambiente/Asociado en la ejecución*. El proyecto comenzó en septiembre de 2018 y está en su 4to año de implementación. La evaluación final se realizará según se establece en la "Guía para realizar evaluaciones terminales de proyectos respaldados por el PNUD y financiados por el FMAM"

(http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEFhttp://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)

2. ANTECEDENTES Y CONTEXTO DEL PROYECTO

Proporcionar una breve introducción al proyecto que se está evaluando, que incluya, entre otra, la siguiente información: meta del proyecto, objetivo y resultados fundamentales, ubicación, cronograma, justificación del proyecto, arreglos institucionales, presupuesto total, cofinanciación planificada, asociados clave, partes interesadas clave, cambios observados desde el comienzo de la implementación y factores coadyuvantes, vínculos con aspectos intersectoriales pertinentes (p. ej., grupos vulnerables, género, derechos humanos, etc.), pertinencia del proyecto para las estrategias y prioridades del Gobierno asociado, vínculos con los ODS y vínculos con los objetivos institucionales del PNUD. Identificar los factores sociales, económicos, políticos, geográficos y demográficos críticos dentro de los cuales opera el proyecto y que tienen influencia directa sobre la evaluación.

El proyecto prevé revertir la pérdida de biodiversidad y degradación de los ecosistemas en las áreas marino-costeras del sur de la península de Azuero mediante la adopción de un enfoque paisajístico terrestre-marítimo que integre las actividades socioeconómicas para beneficio de las poblaciones costeras. Contribuirá a promover prácticas pesqueras sostenibles, así como diversas acciones de conservación, como la protección de las tortugas marinas, protección de la cobertura de bosques de manglares, la reducción de la contaminación (basura, desechos sólidos y agroquímicos) y el control de la erosión. Esto se logrará mediante el desarrollo de un entorno de política propicio para el manejo costero

integrado de los paisajes productivos marino-costeros, facilitando la conservación y el uso sostenible de la biodiversidad marino-costera de importancia mundial y los bienes y servicios de ecosistemas suministrados a la sociedad a través del manejo ambiental integrado de la Zona Especial de Manejo Marino-Costero (ZEMMC) que cuenta con 292,970 ha, y sistematizando las mejores prácticas y las lecciones aprendidas acerca de la conservación de la biodiversidad marino-costera y su uso sostenible en los paisajes productivos terrestres y marinos de la ZEMMC localizada en la parte sur de la península de Azuero.

El periodo de implementación es de 2018 a junio de 2022 y el socio en la Implementación es el Ministerio de Ambiente. El área de intervención es la Zona Especial de Manejo Marino Costera (ZEMMC) del sur de la península de Azuero (incluye los municipios de Pocrí, Pedasí, Tonosí y Las Tablas).

Los 3 resultados esperados del Proyecto son:

1. Fortalecimiento de los marcos normativos e institucionales, incluyendo el desarrollo de una Política Nacional de Costas y Mares.
2. Gestión ambiental integrada, que abarcan regulación y acciones para hacer sostenibles las prácticas del sector pesquero, turístico, urbanístico y agropecuario.
3. Incorporación del enfoque de género y sistematización de las mejores prácticas para su réplica en otras zonas del país.

Este proyecto está alineado con el Marco de Cooperación para el Desarrollo Sostenible en Panamá y al Programa de País 2021-2025 del PNUD contribuyendo al Efecto 3: Para 2025, Panamá es resiliente y ha implementado políticas públicas para la adaptación y la mitigación del cambio climático, la neutralización de la degradación de las tierras, la protección de la biodiversidad, la gestión ambiental integrada y la reducción de riesgos de desastres y las crisis sanitarias, con un enfoque territorial, intercultural, de derechos humanos, de género y del ciclo vital". Además, el proyecto forma parte de los esfuerzos del PNUD Panamá por apoyar el avance de Panamá hacia el logro de los Objetivos de Desarrollo Sostenible (ODS): Objetivo 1: Poner fin a la pobreza en todas sus formas en todo el mundo; Objetivo 2: Hambre Cero; Objetivo 5: Lograr la igualdad entre los géneros y empoderar a todas las mujeres y las niñas; Objetivo 12: Garantizar modalidades de consumo y producción sostenibles; y Objetivo 14: Conservar y utilizar en forma sostenible los océanos, los mares y los recursos marinos para el desarrollo sostenible.

Información adicional puede descargarse del siguiente enlace:

<http://www.pa.undp.org/content/panama/es/home/projects/conservacion-y-uso-sostenible-de-lahttp://www.pa.undp.org/content/panama/es/home/projects/conservacion-y-uso-sostenible-de-la-biodiversidad-en-las-zonas-d.htmlbiodiversidad-en-las-zonas-d.html>

2. PROPÓSITO DE LA EVALUACIÓN FINAL

En el informe de la evaluación final se valorará el logro de los resultados del proyecto con respecto a lo que se esperaba lograr, y se extraerán lecciones que puedan mejorar la sostenibilidad de los beneficios de este proyecto, así como ayudar a mejorar la programación general del PNUD. El informe de la evaluación final promueve la rendición de cuentas y la transparencia, y evalúa el alcance de los logros del proyecto.

(Ampliar el texto anterior para explicar claramente por qué se está llevando a cabo la evaluación final, quién utilizará o pondrá en práctica los resultados de la evaluación final y cómo los utilizará o los pondrá en práctica. El propósito de la evaluación final debe explicar por qué se está llevando a cabo la evaluación final en este momento y cómo encaja la evaluación final en el plan de evaluación de la unidad encargada. El alcance y los objetivos de la evaluación final deben detallar e incluir: aspectos del proyecto que debe cubrir la evaluación final (tales como su plazo) y las principales cuestiones de interés para los usuarios que debe abordar la evaluación final. Los problemas se refieren directamente a las cuestiones de la matriz de evaluación relativas a la pertinencia, eficiencia, efectividad, sostenibilidad, etc. del proyecto.)

El propósito de la evaluación final del proyecto es:

1. Valorar el avance de los resultados esperados hasta la fecha
2. Capturar las buenas prácticas y lecciones aprendidas;
3. Determinar el nivel de desempeño en términos de su relevancia, coherencia, eficacia (resultados, productos) y eficiencia;
4. Identificar la sostenibilidad y la posible ampliación de los resultados

La evaluación se lleva a cabo según los planes de evaluación del GEF y el Plan de Evaluación del Programa de País de PNUD Panamá 2021-2025, el Plan Estratégico del PNUD 2018-2021, de acuerdo a la Política de Evaluación del PNUD, revisada en 2021, que

establece una serie de principios rectores, normas y criterios evaluación en la organización, incluyendo medidas para las evaluaciones durante la pandemia.

El ejercicio de evaluación debe ser independiente, imparcial y de calidad apropiada, pero además debe ser intencional y diseñarse con la utilidad en mente. La evaluación debe generar información relevante y útil para apoyar la toma de decisiones basada en evidencia.

La evaluación valorará el avance de los resultados hasta la fecha (directos e indirectos, intencionados o no) en el avance del proyecto y se espera que se siga un enfoque prospectivo y brinde recomendaciones útiles y viables.

Los hallazgos, las lecciones aprendidas y las recomendaciones generadas por la evaluación final del proyecto serán utilizados por el PNUD y sus contrapartes nacionales claves (Ministerio de Ambiente) para mejorar este y futuros proyectos y programas en Panamá e identificar estrategias de sostenibilidad.

Esta evaluación debe cumplir con los estándares de calidad establecidos en la “Política de Evaluación del PNUD” en lo que respecta a las siguientes características:

- a) Independiente
- b) Intencionada
- c) Transparente
- d) Ética
- e) Imparcial
- f) De alta calidad
- g) Oportuna y
- h) Útil

3. ENFOQUE Y MÉTODO DE LA EVALUACIÓN TERMINAL

La evaluación debe proporcionar información empírica que sea creíble, confiable y útil.

El equipo de la evaluación final examinará todas las fuentes de información pertinentes, incluidos los documentos elaborados durante la fase de preparación (es decir, el FIP (PIF), el Plan de iniciación del PNUD, el Procedimientos de Evaluación Social y Ambiental (SESP) del PNUD) el documento del proyecto, los informes del proyecto, incluidos los IEP (PIRs) anuales, las revisiones del presupuesto del proyecto, los informes de lecciones aprendidas, los documentos estratégicos y jurídicos nacionales y cualquier otro material que el equipo considere útil para esta evaluación con base empírica. El equipo de la evaluación final

revisará los indicadores básicos/herramientas de seguimiento de referencia y de mitad de período del área focal del FMAM presentados al FMAM en las fases de aprobación del CEO y de mitad de período, y los indicadores básicos/herramientas de seguimiento finales que deben completarse antes de que comience la misión sobre el terreno de la evaluación final.

Se espera que el equipo de la evaluación final acoja un enfoque participativo y consultivo que garantice una estrecha colaboración con el equipo del proyecto, las contrapartes gubernamentales (el Punto focal operativo del FMAM), los asociados en la ejecución, las oficinas del PNUD en el país, el Asesor Técnico Regional, los beneficiarios directos y otras partes interesadas.

El compromiso de los interesados es fundamental para el éxito de la evaluación final. La participación de las partes interesadas debe incluir entrevistas con los interesados que tengan responsabilidades en el proyecto, incluidas, entre otras, *representantes del Ministerio del Ambiente, del Ministerio de Relaciones Exteriores, de los Municipios de Pocrí, Pedasí y Tonosí, del Ministerio de Desarrollo Agropecuario, de la Autoridad de los Recursos Acuáticos de Panamá, de las ONGs cofinanciadas con proyectos PPD PNUD/GEF, las organizaciones de base comunitaria, de los Grupos comunitarios, así como las personas y las comunidades beneficiadas por el proyecto*). Así se garantiza las consultas a los organismos de ejecución, altos funcionarios y jefes de equipo de tareas/componentes, expertos y consultores clave en el área temática, Junta del proyecto, beneficiarios del proyecto, el sector académico, el Gobierno y OSC locales, etc. Además, se espera que el equipo de la evaluación final lleve a cabo misiones sobre el terreno en *(la Península de Azuero)*, incluidos los siguientes sitios de proyecto *(Distritos de Pocrí, Pedasí y Tonosí)*.

El diseño y la metodología específicos de la evaluación final deben surgir de las consultas entre el equipo de la evaluación final y las partes antes mencionadas sobre lo que sea apropiado y factible para cumplir el propósito y los objetivos de la evaluación final y responder a las preguntas de evaluación, dadas las limitaciones de presupuesto, tiempo y datos. No obstante, el equipo de la evaluación final debe utilizar metodologías e instrumentos sensibles al género y garantizar que la igualdad de género y el empoderamiento de las mujeres, así como otras cuestiones intersectoriales y los ODS, se incorporen en el informe de la evaluación final.

El enfoque metodológico final, que incluye el calendario de entrevistas, las visitas sobre el terreno y los datos que se utilizarán en la evaluación, debería esbozarse claramente en el informe inicial de la evaluación final, y el PNUD, las partes interesadas y el equipo de la evaluación final deberían debatirlo y ponerse plenamente de acuerdo acerca de este. Cabe destacar que, para la EF se deberá tomar en consideración la reprogramación de actividades debido a los retrasos ocasionados por las restricciones de movilidad por la pandemia por el COVID-19.

(Nota: Estos TdR gozan de suficiente flexibilidad para que el evaluador (a) determine los mejores métodos y herramientas para la recopilación y análisis de datos. Se sugiere el uso de cuestionarios, visitas sobre el terreno y entrevistas, pero evaluador(a) podrá revisar el enfoque, en consulta con el coordinador de evaluación y las principales partes interesadas.

Estos cambios en el enfoque deben acordarse y reflejarse claramente en el informe inicial de la evaluación final.)

El informe final debe describir plenamente el enfoque de evaluación final adoptado y la justificación de dicho enfoque, haciendo explícitos los supuestos, desafíos, fortalezas y debilidades subyacentes sobre los métodos y el enfoque de la evaluación.

4. ALCANCE DETALLADO DE LA EVALUACIÓN FINAL

La evaluación final evaluará el desempeño del proyecto en función de las expectativas establecidas en el Marco lógico/Marco de resultados del proyecto (consultar el anexo A de los TdR). La evaluación final evaluará los resultados de acuerdo con los criterios descritos en la Guía de evaluaciones finales para proyectos respaldados por el PNUD con financiación del FMAM

(http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEFhttp://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf). La sección de Conclusiones del informe de la evaluación final cubrirá los temas que se enumeran a continuación.

En el anexo C del TdR se presenta un resumen completo del contenido del informe de la evaluación final de Evaluación.

El asterisco “(*)” indica los criterios para los que se requiere una clasificación.

Conclusiones

i. Diseño/formulación del proyecto

- Prioridades nacionales e impulso del país
- Teoría del cambio
- Igualdad de género y empoderamiento de las mujeres
- Salvaguardias sociales y ambientales
- Análisis del Marco de Resultados: lógica y estrategia del proyecto, indicadores
- Supuestos y riesgos
- Lecciones de otros proyectos pertinentes (p. ej., la misma área focal) incorporadas en el diseño del proyecto
- Participación prevista de las partes interesadas
- Vínculos entre el proyecto y otras intervenciones dentro del sector □ Disposiciones de gestión

ii. Ejecución del proyecto

Gestión adaptativa (cambios en el diseño y los productos del proyecto durante la ejecución)

- Participación real de las partes interesadas y disposiciones de asociación
- Financiación y cofinanciación de proyectos
- Seguimiento y evaluación: diseño inicial (*), implementación (*), evaluación general del SyE (*)
- Organismo de implementación (PNUD) (*) y Organismo de ejecución (*), supervisión/implementación y ejecución generales del proyecto (*) □ Gestión de riesgos, incluidos los Estándares sociales y ambientales

iii. Resultados del proyecto

- El informe de la evaluación final debe evaluar de manera individual la consecución de los resultados de cara a los indicadores, e informar sobre el nivel de progreso de cada indicador de objetivo y resultado en el momento de la evaluación final, al tiempo que señala los logros finales.
- Pertinencia (*), efectividad (*), eficiencia (*) y resultado general del proyecto (*)
- Sostenibilidad: económica (*), sociopolítica (*), de marco institucional y gobernanza (*), ambiental (*), probabilidad general de sostenibilidad (*)
- Implicación nacional
- Igualdad de género y empoderamiento de las mujeres
- Cuestiones transversales (reducción de la pobreza, mejora de la gobernanza, mitigación y adaptación al cambio climático, prevención y recuperación de desastres, derechos humanos, desarrollo de la capacidad, cooperación Sur-Sur, gestión del conocimiento, voluntariado, etc., según corresponda)
- Adicionalidad del FMAM

- Función catalizadora/efecto de replicación
 - Progreso hacia el impacto
- vi. Principales constataciones, conclusiones, recomendaciones, lecciones aprendidas
- El equipo de la evaluación final incluirá un resumen de las principales conclusiones del informe de la evaluación final. Las conclusiones deben presentarse como declaraciones de hecho basadas en el análisis de los datos.
 - La sección sobre las conclusiones se redactará a partir de los resultados. Las conclusiones deben ser declaraciones completas y equilibradas que estén bien fundamentadas por la evidencia y lógicamente relacionadas con las constataciones de la evaluación final. Deben destacar los puntos fuertes, las debilidades y los resultados del proyecto, responder a preguntas clave de evaluación y proporcionar información sobre la identificación y/o soluciones de problemas o cuestiones importantes pertinentes a los beneficiarios del proyecto, el PNUD y el FMAM, incluidas cuestiones relacionadas con la igualdad de género y el empoderamiento de las mujeres.
 - Las recomendaciones deben ofrecer recomendaciones concretas, prácticas, factibles y específicas dirigidas a los usuarios previstos de la evaluación sobre las medidas que deben adoptarse y las decisiones que deben tomarse. Las recomendaciones deberían estar específicamente respaldadas por las pruebas y vinculadas con las constataciones y conclusiones en torno a las cuestiones clave abordadas en la evaluación.
 - El informe de la evaluación final también debe incluir lecciones que puedan tomarse de la evaluación, incluidas las mejores y peores prácticas para abordar cuestiones relacionadas con la pertinencia, el desempeño y el éxito, que puedan proporcionar conocimientos obtenidos de la circunstancia particular (métodos de programación y evaluación utilizados, asociaciones, apalancamiento financiero, etc.) Esto se aplica a otras intervenciones del FMAM y del PNUD. Cuando sea posible, el equipo de la evaluación final debe incluir ejemplos de buenas prácticas en el diseño y la implementación de proyectos.
 - Es importante que las conclusiones, recomendaciones y lecciones aprendidas del informe de la evaluación final incluyan resultados relacionados con la igualdad de género y el empoderamiento de las mujeres.

El informe de la evaluación final contará con una tabla de valoraciones de evaluación, como se muestra a continuación:

Tabla 2 de los Términos de Referencia: Tabla de valoraciones de evaluación del proyecto de “Conservación y uso sostenible de la biodiversidad en las zonas de producción marino-costeras” - Azuero Sostenible:

Seguimiento y evaluación (SyE)	Calificación ¹
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¹ Los resultados, la efectividad, la eficiencia, el SyE, la ejecución de IyE y la relevancia se clasifican en una escala de 6 puntos: 6 = Altamente satisfactorio (AS), 5 = Satisfactorio (S), 4 = Moderadamente satisfactorio (MS), 3 = Moderadamente insatisfactorio (MI), 2 = Insatisfactorio (I), 1 = Altamente insatisfactorio (AI). La sostenibilidad se

Diseño de SyE al inicio	
Implementación del Plan de SyE	
Calidad general de SyE	
Implementación y ejecución	Calificación
Calidad de la implementación/supervisión del PNUD	
Calidad de la ejecución del asociado en la ejecución	
Calidad general de la implementación/ejecución	
Evaluación de resultados	Calificación
Pertinencia	
Efectividad	
Eficiencia	
Valoración de los resultados generales del proyecto	
Sostenibilidad	Calificación
Recursos financieros	
Sociopolítica	
Marco institucional y gobernanza	
Medioambiental	
Probabilidad general de sostenibilidad	

5. CRONOGRAMA

La duración total de la evaluación final será de aproximadamente *(25-35 días laborables en promedio)* durante un período de *(6 de semanas)* a partir del **(9 de mayo 2022)**. El cronograma tentativo de evaluación final es el siguiente:

Cronograma	Actividad
(6 de abril 2022)	Cierre del plazo de solicitud
(13 de abril 2022)	Selección del equipo de la evaluación final
(25 al 29 de abril 2022)	Período de preparación del equipo de la evaluación final (entrega de documentos)
(2 al 6 de mayo 2022)	Examen y preparación de documentos del informe inicial de la evaluación final
(11 de mayo 2022)	Finalización y validación del informe inicial de la evaluación final; inicio tardío de la misión de la evaluación final

clasifica en una escala de 4 puntos: 4 = Probable (P), 3 = Moderadamente probable (MP), 2 = Moderadamente improbable (MI), 1 = Improbable (I)

Cronograma	Actividad
(12 de mayo al 23 de mayo 2022) (se recomiendan 7-15)	Misión de la evaluación final: reuniones con las partes interesadas, entrevistas, visitas sobre el terreno, etc.
(23 de mayo 2022)	Reunión de recapitulación de la misión y presentación de las constataciones iniciales; finalización más temprana de la misión de la evaluación final
(24 de mayo al 3 de junio 2022 (se recomiendan 5-10)	Preparación del proyecto de informe de evaluación final
(del 4 al 10 de junio 2022)	Distribución del proyecto de informe de evaluación final para comentarios
(11 al 16 de junio 2022)	Incorporación de comentarios sobre el informe de la evaluación final del proyecto en el historial de auditoría y finalización del informe de la evaluación final
17 de junio 2022	Elaboración de Respuestas de la Gerencia a las recomendaciones
20 de junio 2022	Subido el Informe Final de Evaluación, core indicators, la información del cofinanciamiento, audit trail y el management response en el PIMS
(22 de junio 2022)	Preparación y emisión de la respuesta del personal directivo
(24 de junio 2022)	Conclusión del taller de partes interesadas (opcional)
(24 de junio 2022)	Fecha prevista de finalización de la evaluación final.

Las opciones de visitas sobre el terreno deben proporcionarse en el informe inicial de la evaluación final.

6. RESULTADOS CONCRETOS DE LA EVALUACIÓN FINAL

N.º	Resultado esperado	Descripción	Plazo	Responsabilidades
1	Informe inicial de la evaluación final en español	El equipo de la evaluación final aclara los objetivos, la metodología y el plazo de la evaluación final	A más tardar 2 semanas antes de la misión de la evaluación final: (a más tardar el 11 de mayo 2022)	El equipo de la evaluación final envía el informe inicial a la unidad encargada y a la dirección del proyecto
N.º	Resultado esperado	Descripción	Plazo	Responsabilidades
2	Presentación en español	Constataciones iniciales	Finalización de la misión de la evaluación final: (a más tardar el 23 de mayo 2022)	El equipo de la evaluación final presenta a la unidad encargada y a la dirección del proyecto

N.º	Resultado esperado	Descripción	Plazo	Responsabilidades
3	Proyecto de informe de evaluación final presentado en inglés	Proyecto del informe completo <i>(usando las directrices sobre el contenido del informe de anexo C de los TdR)</i> con anexos	En un plazo de 3 semanas desde el final de la misión de la evaluación final: (a más tardar el 3 de junio 2022)	El equipo de la evaluación final envía a la unidad encargada; con revisión del ATR de la DPAP-FMAM, la Unidad de Coordinación de Proyectos, el Punto focal operativo del FMAM
5	Informe final de la evaluación final* + Historial de auditoría El Informe de Evaluación Final debe ser presentado en inglés y en español	Informe final e historial de auditoría de evaluación final, en que la evaluación final detalla cómo se han (no se han) abordado todos los comentarios recibidos en el informe final de evaluación final <i>(consultar la plantilla en el anexo H de los TdR)</i>	En el plazo de 1 semana a partir de la recepción de comentarios sobre el proyecto de informe: (a más tardar el 16 de junio 2022)	El equipo de la evaluación final envía ambos documentos a la unidad encargada

*La calidad de todos los informes finales de la evaluación final será evaluada por la Oficina de Evaluación Independiente (OEI) del PNUD. La información sobre la evaluación de la calidad de las valoraciones descentralizadas realizada por la OEI se encuentra en la sección 6 de las Directrices de Evaluación del PNUD.²

7. DISPOSICIONES DE LA EVALUACIÓN FINAL

La principal responsabilidad de la gestión de la evaluación final recae en la unidad encargada. La unidad encargada de la evaluación final de este proyecto es *la Oficina del PNUD en el Panamá*.

La unidad encargada contratará a al evaluador(a) y garantizará la oportuna provisión de dietas y arreglos de viaje dentro del país. El equipo del proyecto será responsable de

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

establecer contactos con el evaluador(a) para suministrar todos los documentos pertinentes, organizar entrevistas con los interesados y visitas sobre el terreno.

8. COMPOSICIÓN DEL EQUIPO DE LA EVALUACIÓN FINAL

Un *evaluador independiente* dirigirá la evaluación final: *con experiencia y contacto con proyectos y evaluaciones en otras regiones*. El evaluador (a) *será responsable del diseño general y la redacción del informe de la evaluación final, evaluará las tendencias emergentes con respecto a los marcos normativos, las asignaciones presupuestarias*.

El evaluador(a) no puede haber participado en la preparación, formulación y/o ejecución del proyecto (incluida la redacción del documento del proyecto), no debe haber realizado el examen de mitad de período de este proyecto, ni deben tener un conflicto de intereses con las actividades relacionadas con el proyecto.

La selección del evaluador(a) tendrá como objetivo maximizar las cualidades en las áreas que se indican a continuación: *(Ajuste las competencias según sea necesario y asigne una ponderación a cada competencia. En la mayoría de los casos, las competencias del jefe del equipo y las del experto del equipo serán distintas. Por lo tanto, debe haber dos listas distintas de competencias o TdR distintos.)* Educación

Maestría en *(ciencias ambientales)* u otro campo estrechamente relacionado;

Experiencia

- Experiencia pertinente con metodologías de evaluación de la gestión basada en los resultados;
- Experiencia en la aplicación de indicadores del tipo SMART y en la reconstrucción o validación de escenarios de referencia;
- Competencia en la gestión adaptativa, tal como se aplica en *(rellenar el Área Focal del FMAM)*
- Experiencia en la evaluación de proyectos
- Experiencia trabajando en *(América Latina)*
- Experiencia de al menos *10 años* en áreas técnicas pertinentes
- Comprensión demostrada de las cuestiones relacionadas con el género y *(completar el área focal del FMAM)* experiencia en evaluación y análisis con perspectiva de género
- Excelentes aptitudes de comunicación
- Aptitudes analíticas demostrables
- La experiencia de evaluación/examen de proyectos dentro del sistema de las Naciones

Unidas constituye una ventaja

Idioma

- Fluidez en español escrito y hablado.
- Fluidez en inglés escrito y hablado.

9. ÉTICA DEL EVALUADOR

El equipo de la evaluación final deberá apegarse a los más altos estándares éticos, y se exige que firme un código de conducta al aceptar el encargo. Esta evaluación se llevará a cabo de conformidad con los principios esbozados en las “Directrices éticas para evaluaciones” del UNEG. El evaluador debe proteger los derechos y la confidencialidad de los proveedores de información, los entrevistados y las partes interesadas mediante medidas que garanticen el cumplimiento de los códigos jurídicos y de otro tipo pertinentes que rigen la recopilación de datos y la presentación de informes sobre estos. El evaluador también debe garantizar la seguridad de la información recopilada antes y después de la evaluación, así como de los protocolos que garantizan el anonimato y la confidencialidad de las fuentes de información cuando esté previsto. Los conocimientos y datos de información reunidos en el proceso de evaluación también deben utilizarse exclusivamente para la evaluación y no para otros usos sin la autorización expresa del PNUD y sus asociados.

10. CALENDARIO DE PAGOS

Pago del 20 % tras la entrega satisfactoria del informe inicial de la evaluación final y la aprobación de la unidad encargada

- Pago del 40 % tras la entrega satisfactoria del informe provisional de evaluación final a la unidad encargada
- Pago del 40 % tras la entrega satisfactoria del informe final de evaluación final y la aprobación de la unidad encargada y el ATR (mediante firmas en el formulario de autorización de informe de evaluación final) y la entrega del historial de auditoría de la evaluación final completo

Criterios para la emisión del pago final del 40 %³

- El informe final de evaluación final incluye todos los requisitos descritos en los TdR de la evaluación final y se ajusta a las directrices de la evaluación final.
- El informe final de evaluación final está escrito con claridad, está organizado lógicamente y es específico de este proyecto (es decir, el texto no ha sido cortado y pegado de otros informes de evaluación final).
- El historial de auditoría incluye respuestas y justificación de cada comentario enumerado.

11. PROCESO DE SOLICITUD 4

(Ajuste esta sección si se va a utilizar una lista revisada)

Presentación recomendada de la propuesta:

- a) **Carta de confirmación de interés y disponibilidad** a partir de la [plantilla](#)⁵ proporcionada por el PNUD;
- b) **Currículo y formulario de antecedentes personales** ([formulario P11](#))⁶;
- c) Breve descripción **del enfoque del trabajo/propuesta técnica** de por qué la persona se considera la más adecuada para el trabajo, y una propuesta metodológica del modo en que abordará y completará la asignación (máximo de 1 página)
- d) **Propuesta económica** que indica el precio total fijo del contrato y todos los demás gastos relacionados con viajes (como boletos de avión, dietas, etc.), respaldada por un desglose de costos, según la plantilla adjunta a la [carta de confirmación de intereses](#). Si un solicitante es empleado por una organización/empresa/institución, y espera que su empleador le cobre una comisión de gestión en el proceso de

³ La unidad encargada está obligada a emitir pagos al equipo de la evaluación final tan pronto como se cumplan los términos de los TdR. Si no se cumplen los términos y se disputan la calidad e integridad de los resultados concretos finales, y dicha controversia que no puede ser resuelta entre la unidad encargada y el equipo de la evaluación final, se consultará al Asesor Regional de SyE y a la Dirección del Fondo Vertical. Si resulta necesario, se notificará también al personal directivo superior de la Dependencia de Servicios de Adquisiciones y a la Oficina de Apoyo Jurídico de la unidad encargada, de manera que se pueda tomar una decisión sobre si se debe o no retener el pago de las cantidades que se deban al (a los) evaluador(es), suspender o rescindir el contrato y/o retirar al contratista individual de las listas correspondientes.

⁴ El contacto con los evaluadores debe realizarse de conformidad con las directrices para contratar consultores que se aprecian en POPP <https://popp.undp.org/SitePages/POPPRoot.aspx>

⁵

<https://intranet.undp.org/unit/bom/ps0/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

⁶ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

asignarlo al PNUD en virtud del acuerdo de préstamo reembolsable, el solicitante debe indicar en este momento, y velar por que todos esos gastos figuren debidamente en la propuesta económica presentada al PNUD.

Todos los materiales de solicitud deben enviarse a la dirección (escribir dirección postal) en un sobre sellado que indique la siguiente referencia “Consultor para la evaluación final de (título del proyecto)”, o por correo electrónico ÚNICAMENTE a la siguiente dirección: (escribir dirección de correo electrónico) a más tardar (hora y fecha). Las solicitudes incompletas no serán consideradas.

Criterios para la evaluación de la propuesta: Solo se evaluarán aquellas solicitudes que respondan y cumplan con las normas. Las ofertas se evaluarán de acuerdo con el método de puntuación combinada, en que los antecedentes educativos y la experiencia en tareas similares se ponderarán con un 70 % y la propuesta de precio se ponderarán con un 30 % de la puntuación total. Se adjudicará el contrato al solicitante que reciba la puntuación combinada más alta y que también haya aceptado los Términos y Condiciones Generales del PNUD.

12. ANEXOS DE LOS TdR

(Agregar los siguientes anexos a los TdR finales)

- Anexo A de los TdR: Marco de lógico/de resultados del proyecto
- Anexo B de los TdR: Paquete de información del proyecto que debe revisar el equipo de la evaluación final
- Anexo C de los TdR: Contenido del informe de la evaluación final
- Anexo D de los TdR: Plantilla de matriz de criterios de evaluación
- Anexo E de los TdR: Código de Conducta de los evaluadores del UNEG
- Anexo F del TdR: Escalas de valoración de la evaluación final
- Anexo G de los TdR: Formulario de autorización de informe de la evaluación final
- Anexo H de los TdR: Historial de auditoría de la evaluación final

5.2 Annex 2: Logical Framework

<p>This project will contribute to the following Sustainable Development Goal(s): Goal 1: End poverty in all its forms everywhere; Goal 2: Zero hunger; Goal 5: Achieve gender equality and empower all women and girls; Goal 12: Ensure sustainable consumption and production patterns; Goal 14. Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.</p>					
<p>This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: Outcome 3.2: By 2020, the State has strengthened its capacities for the design and implementation of Policies, Plans and Programs that contribute to environmental sustainability and food and nutrition security, adaptation to climate change, reducing disaster risk and building resilience.</p>					
<p>This project will be linked to the following output of the UNDP Strategic Plan: Output 1.3: Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services, chemicals, and waste.</p>					
	Objective and Outcome Indicators	Baseline ¹¹	Mid-term Target ¹²	End of Project Target	Assumptions ¹³
<p>Project Objective: To mainstream the conservation and sustainable use of biodiversity into production land/seascapes for integrated environmental management of coastal marine areas and for the benefit of the coastal population</p>	<p><u>Indicator 1</u> (Mandatory UNDP): Number of people benefitting from strengthened livelihoods through solutions for management of coastal marine natural resources and ecosystems services</p>	– 0	– 1,560	– 4,467	<ul style="list-style-type: none"> – Willingness by decision makers to incorporate biodiversity conservation and sustainable use in land/marine production landscapes for the integrated environmental management of coastal marine areas and for the benefit of the coastal population – Sampling efforts are optimal
	<p><u>Indicator 2:</u> Area (hectares [ha]) of land/seascape with improved management</p>	– 0 ha	– 102,540 ha	– 292,970 ha	
<p>Component/Outcome 1: Strengthening the regulatory and institutional frameworks</p>	<p><u>Indicator 3:</u> National Coastal and Marine Policy</p>	– There is no National Coastal and Marine Policy	– National Policy Proposal being discussed and in development	– National Coastal and Marine Policy approved	– There is political will to strengthen the national governance framework and to

	<p>Indicator 4: Number of existing Environmental Advisory Committees (EAC), Watershed Committees (WC), and an Institutional Environmental System (SIA) strengthened.</p>	<ul style="list-style-type: none"> – EAC: 0 – WC: 0 – SIA: 0 	<ul style="list-style-type: none"> – EAC: in process – WC: in process – SIA: in process 	<ul style="list-style-type: none"> – EAC: 1 – WC: 1 – SIA: 1 	<p>strengthen integrated environmental management in land/marine production landscapes</p> <ul style="list-style-type: none"> – Effective coordination and participation by public sector institutions
	<p>Indicator 5: Increased government financing for the integrated environmental management of the coastal marine areas</p>	<ul style="list-style-type: none"> – \$X (Baseline and target will be determined during project implementation) 	<ul style="list-style-type: none"> – \$X 	<ul style="list-style-type: none"> – \$X 	
	<p>Indicator 6: Change in capacity of decision makers for marine coastal biodiversity conservation, sustainable use, and reduced threats through the UNDP Capacity Development Scorecard</p>	<ul style="list-style-type: none"> – MiAmbiente: 67% (24) – ATP: 67% (24) – MIDA: 67% (24) – ARAP: 64% (25) – Districts: 30% (11) – NGOs: 70% (23) – Producer’s Associations: 67% (24) 	<ul style="list-style-type: none"> – MiAmbiente: 72% – ATP: 72% – MIDA: 72% – ARAP: 69% – Districts: 35% – NGOs: 75% – Producer’s Associations: 72% 	<ul style="list-style-type: none"> – MiAmbiente: 77% – ATP: 77% – MIDA: 77% – ARAP: 74% – Districts: 40% – NGOs: 80% – Producer’s Associations: 77% 	
<p>Outputs:</p> <p>1.1. Policy for coastal and marine spatial land use planning developed and adopted to provide an official framework for establishment and management of Coastal Marine Special Management Areas (ZEMMC) with guidelines for the implementation of coastal and marine spatial land use planning and the characterization and delimitation of special marine conservation or management areas.</p> <p>1.2. Organizational structure and operational guidelines of the DICOMAR defined for effective integrated environmental management of the coastal marine areas, including external disclosure and reporting and appropriate level of staff and financial resources allocated for its operation through Ministerial Decree.</p> <p>1.3. National-level interinstitutional agreements developed and signed in order to clarify mandates and functions of individual agencies to establish effective mechanisms for coordination and information exchange between DICOMAR/MiAmbiente and public sector institutions such as the SIA (Office of Aquatic Resources – ARAP, Panamanian Maritime Authority – AMP, Panamanian Tourism Authority – ATP, Ministry of Agricultural Development – MIDA, Ministry of Housing and Land Development – MIVIOT, etc.).</p> <p>1.4. Public, private, and civil society resources mobilized for the sustainability of the integrated environmental management of the three (3) existing ZEMMC.</p> <p>1.5. Training program established within the DICOMAR on planning, management, and monitoring and control of integrated environmental management of coastal marine areas and at least 200 staff trained by the project’s completion.</p> <p>1.6. Information and communication strategy implemented raises awareness among public and private decision-makers of the importance of conservation and sustainable use of coastal marine biodiversity.</p>					

Component/Outcome 2: Integrated environmental management of the target ZEMMC in the southern part of the Azuero Peninsula	Indicator 7: Number of female Olive Ridley sea turtles (<i>Lepidochelys olivacea</i>) nesting in 1.8 kilometers of protected beaches: La Marinera (0.8 km) and Isla de Cañas (1 km, natural nursery site)	<ul style="list-style-type: none"> – Isla de Cañas: 6,486; females – La Marinera: 15,000 females 	<ul style="list-style-type: none"> – Isla de Cañas: 6,486; females – La Marinera: 15,000 females 	<ul style="list-style-type: none"> – Isla de Cañas: 6,486; females – La Marinera: 15,000 females 	<ul style="list-style-type: none"> – There are no substantial changes in land use/cover (coastal areas) – There is willingness by the private sector (small-scale fishing, tourism, urban development, agricultural production, and cattle ranching) to adopt production practices that are marine-coastal biodiversity-friendly – Sampling efforts are optimal – Environmental variability, including climate change, within the normal range 	
	Indicator 8: Coverage of mangroves in the southern part of the Azuero Peninsula	<ul style="list-style-type: none"> – 6,072.3 ha 	<ul style="list-style-type: none"> – 6,072.3 ha 	<ul style="list-style-type: none"> – 6,072.3 ha 		
	Indicator 9: Sizes of fish species of commercial importance by project end	<ul style="list-style-type: none"> – Grouper (<i>Epinephelus spp.</i>): X (Baseline will be determined during project implementation) – Snapper (<i>Lutjanus spp.</i>): 30.7 cm (Baseline will be confirmed during project implementation) 	<ul style="list-style-type: none"> – Grouper (<i>Epinephelus spp.</i>): equal to the baseline – Snapper (<i>Lutjanus spp.</i>): equal to the baseline 	<ul style="list-style-type: none"> – Grouper (<i>Epinephelus spp.</i>): equal to the baseline – Snapper (<i>Lutjanus spp.</i>): equal to the baseline 		
	Indicator 10: Percentage of small-scale fishing cooperatives that adopt best practices for biodiversity-friendly and sustainable fishing practices based on the FAO code of conduct	<ul style="list-style-type: none"> – 0% (10 cooperatives are currently operating in the ZEMMC in the southern part of the Azuero Peninsula) 	<ul style="list-style-type: none"> – 10% 	<ul style="list-style-type: none"> – 20% 		

	Indicator 11: Average income of the small-scale fishers who adopt biodiversity-friendly and sustainable fishing practices	– \$400/month	– \$400/month	– \$500/month
	Indicator 12: Number of MiPyME associated with sustainable tourism throughout the marine coastal area with environmental management plans (EMP)	– 0 (65 tourism businesses registered in the Province of Los Santos, without EMP)	– 2 MiPyMEs associated with sustainable tourism with EMP	– 4 MiPyMEs associated with sustainable tourism with EMP
	Indicator 13: Number of agreements between the districts of Pocrí, Pedasí, and/or Tonosí and the urban sector for the prevention, reduction, and control of land-based contamination and the management of trash and solid waste	– 0	– 3	– 5
	Indicator 14: Number of farms and cattle ranches with sustainable production certified by MiAmbiente or another competent authority	– 7 agro-tourism farms certified in the Province of Los Santos – 0 agricultural farms and cattle ranches certified	– 1 new agro-tourism farms – 1 agricultural farm or cattle ranch certified	– 2 new agro-tourism farms – 2 agricultural farms or cattle ranches certified
<p>Outputs:</p> <p>2.1. Four local (4) interinstitutional agreements developed and signed for cooperation among public (DICOMAR/ MiAmbiente, ARAP, and municipalities) and private environmental agencies and development, and agricultural sectors for implementation of an integrated management plan for the target ZEMMC. tourism, urban development through:</p> <p>2.2. Fishery sector practices (including ARAP Resolution) of size of the small-scale fishing fleet and the type of small-scale fishing methods allowed for the extraction of species of fish of importance.</p>				

<p>a) Stricter regulations (inc commercial and local impo)</p>					
<p>b) Development of communal fishing concession areas and sustainable management plans with participation from small-scale fishing cooperatives and environmental and fisheries officials, informed by economic analysis to determine the catch per unit effort (CPUE) and optimal efforts for the sustainability of the fish species of commercial importance and to determine options for the greatest economic benefit for small-scale fishermen.</p> <p>c) Support provided for strengthening of the small-scale fishing sectors, including cooperatives.</p> <p>2.3. Local regulatory framework improved and aligned with the Land Use Development Plans regulates the following:</p> <p>a) Construction activities in areas of high ecological sensitivity (mangroves, sea turtle nesting beaches, dunes, coastal wetlands, and coral reefs) in the ZEMMC of the southern part of the Azuero Peninsula.</p> <p>b) Trash and solid waste management in the districts (municipalities), the coastal communities, and by the private sectors (tourism, urban development, and agriculture), avoiding contamination of water bodies and degradation of mangroves.</p> <p>c) Tariff systems for collection and disposal of trash and other solid wastes.</p> <p>2.4. Participatory zoning, protection, and management of the ZEMMC implemented, contributing to the preservation (5,547.6 ha), rehabilitation (30 ha), and sustainable use (494.7 ha) of mangroves, and participatory monitoring program establishes changes in populations of fish species of commercial and local importance, the quality of the coastal waters and adjacent waterways, and the health of key ecosystems (sea turtle nesting beaches, mangroves, coral reefs, etc.).</p> <p>2.5. Mechanisms established for incentivizing the use of biodiversity-friendly production practices available including:</p> <p>a) Lines of credit, small grants, and incentives available for MiPyME that participate in sustainable tourism and biodiversity-friendly fishing.</p> <p>b) National and international publicity campaign to promote sustainable tourism in the ZEMMC of the southern part of the Azuero Peninsula.</p> <p>c) Ecological certification accredited by MiAmbiente for the reduced use of agrochemicals and the sustainable management of agricultural farms and cattle ranches.</p> <p>d) Public information campaign increases awareness and local support for the implementation of best production practices to reduce threats to coastal marine biodiversity, including coastal cleanup activities carried out with participation from the hotel sector, the municipalities, and the local population.</p> <p>e) Training program (formal and informal education) implemented at the local level increases the knowledge of 300 people regarding biodiversity conservation and its sustainable use:</p> <p>biodiversity-friendly fishing methods, contamination reduction and trash and solid waste management, and protection of beaches, mangroves, wetlands, and coral reefs.</p>					
<p>Component/Outcome 3:</p> <p>Gender Mainstreaming, Knowledge Management and Learning</p>	<p>Indicator 15: Progress in the implementation of the Project Gender Mainstreaming Plan (see Gender Mainstreaming Plan, Annex M)</p>	<p>– 0%</p>	<p>– 50%</p>	<p>– 100%</p>	<p>– Active participation of the project's stakeholders in the implementation of the project's Gender Mainstreaming Plan</p> <p>– Effective documentation of lessons learned, best</p>

	Indicator 16: Information management and monitoring system on coastal marine biodiversity	– 0	– Information management and monitoring system on coastal marine biodiversity in the planning process	– Information management and monitoring system on coastal marine biodiversity operating	practices, and experiences around the integrated environmental management of the ZEMMC in the southern part of the Azuero Peninsula
	Indicator 17: Number of documents on best practices and lessons learned made available to other ZEMMCs in the country and internationally	– 0	– 0	– 1	
<p>Outputs:</p> <p>3.1. Gender Mainstreaming Plan implemented and its results monitored and reported.</p> <p>3.2. Information management and monitoring system improved through:</p> <p>a) Information management platform established on coastal marine biodiversity (including biodiversity health indicators and protocols for data gathering), with guidelines for biodiversity-friendly practices and ecosystem protection made available to the different production sectors: fishing, tourism, urban development, and farming/ranching.</p> <p>b) Web-based coordination platform to facilitate interinstitutional information sharing, joint programming, and mutual understanding to avoid duplication and redundancy</p> <p>3.3. Experiences, best practices, and lessons learned about the integrated environmental management of the ZEMMC of the southern part of the Azuero Peninsula systematized and made available for use in other ZEMMC in the country for replication.</p>					

5.3 Annex 3: Evaluation Matrix

Evaluative Questions	Indicators	Sources	Methodology
Relevance			
Does the project's objective align with the priorities of the local government and local communities?	Level of coherence between project objective and stated priorities of local stakeholders	<ul style="list-style-type: none"> - Local stakeholders - Document review of local development strategies, environmental policies, etc. 	<ul style="list-style-type: none"> - Local level field visit interviews - Desk review
Does the project's objective fit within the national environment and development priorities?	Level of coherence between project objective and national policy priorities and strategies, as stated in official documents	National policy documents, such as National Biodiversity Strategy and Action Plan, National Capacity Self-Assessment, etc.	<ul style="list-style-type: none"> - Desk review - National level interviews
Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?	Level of involvement of local and national stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.)	<ul style="list-style-type: none"> - Project staff - Local and national stakeholders - Project documents 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Does the project objective fit GEF strategic priorities?	Level of coherence between project objective and GEF strategic priorities (including alignment of relevant focal area indicators)	<ul style="list-style-type: none"> - GEF strategic priority documents for period when project was approved - Current GEF strategic priority documents 	<ul style="list-style-type: none"> - Desk review
Was the project linked with and in-line with UNDP priorities and strategies for the country?	Level of coherence between project objective and design with UNDAF, CPD	<ul style="list-style-type: none"> - UNDP strategic priority documents 	<ul style="list-style-type: none"> - Desk review
How relevant and effective has this project's strategy and architecture been? Is it relevant? Has it been effective? Does it need to change?	<ul style="list-style-type: none"> - Links to international commitments and national policy documents, relationships established, level of coherence between project design and implementation approach. 	<ul style="list-style-type: none"> - Project documents - National policies or strategies, websites, project staff, project partners - Data collected throughout the mission 	<ul style="list-style-type: none"> - Desk study - Interview with project staff - Observation - Focus groups

Evaluative Questions	Indicators	Sources	Methodology
What are the decision-making processes -project governance oversight and accountabilities?	<ul style="list-style-type: none"> - Roles and Responsibilities of stakeholders in project implementation. - Partnership arrangements. 	<ul style="list-style-type: none"> - Project documents - National policies or strategies, websites, project staff, project partners - Data collected throughout the mission 	<ul style="list-style-type: none"> - Desk study - Interview with project staff - Observation - Focus groups
What extent does the project contribute towards the progress and achievement of the Sustainable Development Goals (SDG)?	Project alignment with the SDGs	<ul style="list-style-type: none"> - Project documents 	<ul style="list-style-type: none"> - Desk study
What extent does the Government support (or not support) the Project, understand its responsibility and fulfill its obligations?	Meetings of the Project Board, Technical Team, Consultation Groups	<ul style="list-style-type: none"> - Minutes - Project documents 	<ul style="list-style-type: none"> - Desk study
Effectiveness			
Are the project objectives likely to be met? To what extent are they likely to be met?	Level of progress toward project indicator targets relative to expected level at current point of implementation	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
What are the key factors contributing to project success or underachievement?	Level of documentation of and preparation for project risks, assumptions and impact drivers	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?	Presence, assessment of, and preparation for expected risks, assumptions and impact drivers	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?	Actions undertaken to address key assumptions and target impact drivers	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
<p>What has been (to date) this projects progress towards the expected results and log frame indicators?</p> <p>How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents- inception report)?</p>	<ul style="list-style-type: none"> - Progress toward impact achievements - Results of Outputs 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review - Consultation with Project Board Members - PMU - Field Observation and discussion with beneficiaries
<p>What has been the progress to date and how has it led to, or could in the future catalyze beneficial development effects (i.e. income generation, gender equality and women’s empowerment, improved governance etc...).</p> <p>How cross cutting areas been included in the project are results framework and monitored on an annual basis?</p>	<ul style="list-style-type: none"> - Stakeholder involvement effectiveness - Gender gap - Plans and policies incorporating initiatives - Record of comments and response of stakeholders - Positive or negative effects of the project on local populations. 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review - Consultation with Project Board Members - PMU - Field Observation and discussion with beneficiaries
<p>What does the GEF Tracking Tool at the Baseline indicate when compared with the one completed right before the Terminal Review.</p>	<ul style="list-style-type: none"> - GEF Tracking Tool at the Baseline indicate when compared with the one completed right before the Terminal Review. 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Desk review
<p>What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?</p>	<ul style="list-style-type: none"> - Number of barriers in the project 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review
<p>What aspects of this project s implementation approach (pilots) (enabling activities) has been particularly successful or</p>	<ul style="list-style-type: none"> - Number of project achievements - Progress toward impact achievements. 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
negative (as told by consults) and how might the project stakeholders further expand or correct these benefits.			
Do the results framework indicators have a SMART focus?	Results framework indicators	M&E reports	- Desk review
Are the mid-term and end-of-project goals achievable?	% of results and results achieved: Progress towards the results framework	- M&E reports - ProDoc	- Desk review
Efficiency			
Is the project cost-effective?	- Quality and adequacy of financial management procedures (in line with UNDP, UNOPS, and national policies, legislation, and procedures) - Financial delivery rate vs. expected rate - Management costs as a percentage of total costs	- Project documents - Project staff	- Desk review
Are expenditures in line with international standards and norms?	Cost of project inputs and outputs relative to norms and standards for donor projects in the country or region	- Project documents - Project staff	- Interviews with project staff - Desk review
Is the project implementation approach efficient for delivering the planned project results?	- Adequacy of implementation structure and mechanisms for coordination and communication - Planned and actual level of human resources available - Extent and quality of engagement with relevant partners / partnerships - Quality and adequacy of project monitoring mechanisms	- Project documents - National and local stakeholders - Project staff	- Desk review - Interviews with project staff - Interviews with national and local stakeholders

Evaluative Questions	Indicators	Sources	Methodology
	(oversight bodies' input, quality and timeliness of reporting, etc.)		
Is the project implementation delayed? If so, has that affected cost-effectiveness?	<ul style="list-style-type: none"> - Project milestones in time - Planned results affected by delays - Required project adaptive management measures related to delays 	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Desk review - Interviews with project staff
What is the contribution of cash and in-kind co-financing to project implementation?	Level of cash and in-kind co-financing relative to expected level	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Desk review - Interviews with project staff
To what extent is the project leveraging additional resources?	Amount of resources leveraged relative to project budget	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Desk review - Interviews with project staff
What is project related progress in the following 'implementation' categories?	<ul style="list-style-type: none"> - Number of project achievements 	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Desk review - Interviews with project staff
Management Arrangements and Implementation Approach (including any evidence of Adaptive management and project coordination and km with pilots)	<ul style="list-style-type: none"> - Project management and coordination effectiveness - Number of project achievements in pilots 	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Desk review - Interviews with project staff
How has the finances been managed, delivered and spent per outputs per year? What percentage is delivered to date? Is it low?	<ul style="list-style-type: none"> - Percentage of expenditures in proportion with the results - Financial Systems and effectiveness transparency 	<ul style="list-style-type: none"> - Project documents - Project staff 	<ul style="list-style-type: none"> - Desk review
Results			
Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?	<ul style="list-style-type: none"> - Level of project implementation progress relative to expected level at current stage of implementation 	<ul style="list-style-type: none"> - Project documents - Project staff - Project stakeholders 	<ul style="list-style-type: none"> - Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
	- Existence of logical linkages between project outputs and outcomes/impacts		
Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?	Existence of logical linkages between project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits?	- Environmental indicators - Level of progress through the project's Theory of Change	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Sustainability			
To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?	- Financial requirements for maintenance of project benefits - Level of expected financial resources available to support maintenance of project benefits - Potential for additional financial resources to support maintenance of project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?	Level of initiative and engagement of relevant stakeholders in project activities and results	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?	Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
To what extent are the project results dependent on socio-political factors?	Existence of socio-political risks to project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
To what extent are the project results dependent on issues relating to institutional frameworks and governance?	Existence of institutional and governance risks to project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?	Existence of environmental risks to project benefits	- Project documents	- Field visit interviews - Desk review
What are the financial risks to sustainability?	Financial risks;	- Project documents	- Desk review
What are the Socio-economic risks to sustainability?	Socio-economic risks and environmental threats.	- Project documents	- Desk review
Institutional framework and governance risks to sustainability?	- Institutional and individual capacities	- Project documents	- Desk review
Gender equality and women's empowerment			
How did the project contribute to gender equality and women's empowerment?	Level of progress of gender action plan and gender indicators in results framework	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Were women's groups, NGOs, civil society orgs and women's ministries adequately consulted and involved in project design? If not, should they have been?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
Were stakeholder engagement exercises gender responsive?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
For any stakeholder workshops, were women-only sessions held, if appropriate, and/or were other considerations made to ensure women's meaningful participation?	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Cross-cutting and UNDP Mainstreaming Issues			
How were effects on local populations considered in project design and implementation?	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Extent to which the allocation of resources to targeted groups takes into account the need to prioritize those most marginalized.	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Positive or negative effects of the project on local populations (e.g. income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy frameworks for resource allocation and distribution, regeneration of natural resources for long term sustainability).	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
Extent to which the project objectives conform to agreed priorities in the UNDP Country Programme Document (CPD) and other country programme documents.	Links between the project and the priorities of the UNDP Country Program.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Whether project outcomes have contributed to better preparations to cope with disasters or mitigate risk	Risk mitigation	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
Extent to which poor, indigenous, persons with disabilities, women and other disadvantaged or marginalized groups benefited from the project	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
The poverty-environment nexus: how the environmental conservation activities of the project contributed to poverty reduction	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

- Enumere lo que a su juicio pueden ser lecciones aprendidas y que deban/puedan corregirse a futuro
- ¿Qué recomendaciones haría para mejorar la ejecución, resultados o impactos del Proyecto?

5.4 Annex 4: Interview list and agenda

DATE	HOUR	PLACE	ACTIVITY	STATUS
Thursday, May 19th	9:00 – 10:00 a.m.	VIRTUAL ZOOM https://undp.zoom.us/j/88273415554?pwd=ei9lNk1jVU11SWlWSlVPakRON3ZEQT09	Meeting with staff of the UNDP GEF Small Grants Programme Panama - Beatriz Schmitt National Coordinator of the UNDP GEF Small Grants Program Panama - Viviana Rodríguez Small Grants Programme Assistant UNDP GEF Panama	Confirmed
	10:00 – 10:30 a.m.	Virtual ZOOM https://undp.zoom.us/j/85043496246?pwd=vaeuuPps-J7OPDhjpM27l9B7r-2sLq.1	Meeting with Santiago Carrizosa Senior Technical Advisor - Nature, Climate and Energy Team Global Leader on Access to Genetic Resources and Benefit Sharing (ABS) Bureau for Policy and Programme Support/Global Policy Network UNDP Regional Centre for LAC Panama City, Panama	Reprogrammed
	10:30 – 11:30 a.m.	VIRTUAL ZOOM https://undp.zoom.us/j/89331440895?pwd=a3BGcGsyQllvUzNIU2hBUW95VTR4UT09	Meeting with the Evaluation Reference Committee - José De Gracia, UNDP Environment and Sustainable Development Program Officer	Confirmed

DATE	HOUR	PLACE	ACTIVITY	STATUS
			<ul style="list-style-type: none"> - Monica J. Mora Project Coordinator PS 102547 Azuero Sostenible - Jorge Jaén Head of Management Department, Directorate of Coasts and Seas, Ministry of the Environment - Irina Madrid Planning, Monitoring and Evaluation Specialist, UNDP - Anarela Sanchez, UNDP Environment and Sustainable Development Programme Associate - Alicia Díaz, Gender Specialist PS 102547 Sustainable Azuero Project <p>Topic: Presentation of the Work Plan for the final evaluation of the Project by the consultant José Galindo.</p>	
	12:30 md – 1:30 p.m.	PRESENCIAL Casa de las Naciones Unidas, Ciudad del Saber, Edifi.129. Salón de Operaciones Piso 3	<p>Meeting with UNDP Panama Acceleration Lab Staff</p> <ul style="list-style-type: none"> - Jennifer Hotsko Head of Exploration - Aníbal Cárdenas Head of Solution Mapping - Larissa Demel Head of Experimentation <p>Topic: Joint work done with the Acceleration Lab on waste management issues</p>	Confirmed

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DATE	HOUR	PLACE	ACTIVITY	STATUS
			within the framework of the Sustainable Azuero project.	
	3:00 – 4:00 p.m.	VIRTUAL/ON-SITE HYBRID Casa de las Naciones Unidas, Ciudad del Saber, Edifi.129.	Kick-off meeting - Aleida Ferreyra Deputy Resident Representative, UNDP Panama - José De Gracia UNDP Environment and Sustainable Development Programme Officer - Irina Madrid UNDP Planning, Monitoring and Evaluation Specialist - Anarela Sanchez UNDP Environment and Sustainable Development Programme Associate - Anna Núñez, Technician PS Project 102547 Azuero Sostenible Topic: Management's expectations with this evaluation and provide guidance on it and its importance in the context of the Country Program and the environment and climate change portfolio.	Confirmed
Friday, May 20th	9:30 – 10:30 a.m.	PRESENT Altos de Curundu, Edificio 500, Avenida Ascanio Villalaz, Ciudad de Panamá, República de Panamá Tels. (507) 500-0855 ext. 6948	Meeting with Representatives of the Project's Direct Counterpart <ul style="list-style-type: none"> - José Julio Casas Director of Coasts and Seas of the 	Confirmed

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DATE	HOUR	PLACE	ACTIVITY	STATUS
			Ministry of the Environment	
	11:00 a.m. a 12 md	VIRTUAL https://undp.zoom.us/j/82753989883?pwd=QM4AYMwocKQRsSKmxVtckteuFprFtu.1	Meeting with GEF Focal Operating Point at the Ministry of Environment <ul style="list-style-type: none"> - Raul Pinedo 	Confirmed
	2:00 - 3 p.m.	PRESENT Autoridad de los Recursos Acuáticos ARAP	Meeting with strategic government partners: <ul style="list-style-type: none"> - Yarkelia Vergara Directorate General of Research and Development - Zuleika Trottman Business Management and Market Promotion Department of the General Directorate for the Promotion of Productivity and Technical Assistance (DIFOPAT) - Eustacia Ríos Department of Business Management and Market Promotion of the General Directorate for the Promotion of Productivity and Technical Assistance (DIFOPAT) 	Confirmed
	3:30 – 4:30 p.m.	VIRTUAL https://undp.zoom.us/j/83955927963?pwd=eHB5MDE1STdHS3INak5ON1F2NWlsdz09	Gender Specialists Meeting <ul style="list-style-type: none"> - María Fernández Trueba Gender Associate UNDP Panama - Alicia Díaz Gender Specialist Project PS 102547 Azuero Sostenible 	Confirmed
Saturday, May 21		Transfer by road to Pedasí		

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DATE	HOUR	PLACE	ACTIVITY	STATUS
	9:00 a.m. – :00 p.m.			
	4:00 p.m.	VIRTUAL https://undp.zoom.us/j/83242882472?pwd=FhNLwZgt_X58LF-vgAhJ8c1iMABjG.1	Meeting Juliana Chavarría Technical Project PS102547 until December 2021	Reprogrammed
Sunday, May 22		NO ACTIVITY		
Monday, May 23rd	9:30 – 10:30 a.m.	District of Las Tablas Dirección Regional de MiAMBIENTE provincia de Los Santos	Meeting with staff of the Regional Ministry of Environment, Los Santos Province - Elida Bernal Regional Director of MiAMBIENTE, Los Santos province. - Karen Domínguez, Los Santos Coasts and Seas Manager - Wilfredo Poveda In charge of Playa La Marinera Reserve Zone - Alexis Perez In Charge of Isla Cañas Wildlife Refuge	Confirmed
	11:00 – 12:00 m.d.	District of Las Tablas Dirección Regional Autoridad de los Recursos Acuáticos provincia de Los Santos	Meeting Darío Sandoval Regional Director ARAP Los Santos Province	Confirmed
		Municipio de Pedasí	Meeting - Miguel Batista, Mayor of Pedasí	Confirmed
	4:00 p.m.	Pedasí, Vía Playa Toro Hostal Rosa de Los Vientos	Meeting	Confirmed

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DATE	HOUR	PLACE	ACTIVITY	STATUS
			- Robert Shaverdnians. Leader of Fundación Tortugas Pedasí, co-funded project PPD PNUD/GEF MiAMBIENTE Azuero Sostenible for the creation of the first sea turtle nursery in Playa Lagarto, placement of camera traps in the Pablo Arturo Barrios Wildlife Refuge and an environmental education program.	
Tuesday, May 24	9:00 – 10:00 a.m.	Municipality of Pocrí	Meeting point: Municipality of Pocrí	Confirmed
			Meeting - Olegario Cedeño, Mayor of Pocrí	
	1:00 – 4:00 p.m.	Pocrí District	Meeting - Representative of Paritilla village (was not in the Junta Comunal)	Confirmed
			Meeting of beneficiaries of the Reforestation Project in the district of Pocrí. - Edwin Medina- Pocrí Lagoon - Miguel Ríos - Colán	
Wednesday, May 25	9:00 – 5:00 p.m.	Pedasi Header District of Pedasi https://undp.zoom.us/j/81291041870?pwd=WSt6Tm1JUmVxTmJDa2hXRHRXSy83UT09	Interviews and tours Meeting point: Sustainable Azuero Office 8:00 a.m. - 8:30 a.m. Osvaldo Batista Beneficiary tour of	Confirmed

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DATE	HOUR	PLACE	ACTIVITY	STATUS
			<p>biodigester project in pig farms**.</p> <p>- 10:00 a.m. Enelda Castillo - Mariabe reforested farm** 11:00 a.m.</p> <p>- 11:00 a.m. Dayubel Cedeño - MIDA Pedasí</p> <p>- 2:30 p.m. Edith Noemí Díaz Fundación CIMA Pedasí - Beneficiary of the PPD MiAMBIENTE PNUD/GEF Project. Tour of Galera and recycling collection center. VIRTUAL</p> <p>- 4:00 p.m. Grisel García - Community Cetacean Monitoring Project.</p> <p>- 5:00 p.m. Mr. Lito, Fisherman and Captain</p> <p>** Involving field or beach tours</p>	
Thursday, May 26th		Guánico Abajo District of Tonosí	<p>Interviews and tours:</p> <p>- 9:00 a.m. ARAP Tonosí Agency.</p> <p>- 10:00 a.m. Zenaida Frías Environmental Leader, beneficiary of training projects on Sea Turtles, participant in the Network of</p>	Confirmed

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DATE	HOUR	PLACE	ACTIVITY	STATUS
			<p>Women Leaders of Southern Azuero.</p> <p>- 11:00 a.m. Roberto Díaz. Beneficiary of Guánico Abajo Reforestation (cancelled due to unforeseen circumstances).</p> <ul style="list-style-type: none"> - 12:00 a.m. Diomedes Moreno and Jacobo Melamed - Contractor Empresa Geoforestal in charge of Reforestation of 20 hectares Tonosí and Pedasí. 	
		<p>Tonosí Cabecera District of Tonosí</p> <p>https://undp.zoom.us/j/81684448799?pwd=ZDhtRWdMSXkvY0J4TVVTd3FwVnRLdz09</p>	<p>2:30 p.m. Municipality of Tonosí.</p> <p>5:00 p.m. Juliana Chavarria. Sustainable Azuero Technician August 2020 to December 2021. VIRTUAL</p>	
Friday, May 27th		TONOSI	<p>VIRTUAL</p> <p>9:00 a.m. Meeting Jessica Young. Environment, Climate Change and Sustainable Development Cluster Officer.</p> <p>BUS BUS</p> <p>11:00 a.m. Gladis Ballestero. Beneficiary of fisheries product processing, leadership and gender training.</p>	Confirmed

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DATE	HOUR	PLACE	ACTIVITY	STATUS
			<ul style="list-style-type: none"> - Eduardo Batista, beneficiary ACEPAT group, training in mangrove nursery and reforestation, strengthening beekeeping as a mechanism for mangrove conservation. - Karen Domínguez, Head of Coasts and Seas MiAMBIENTE Los Santos - Connie Soto, Intern, Regional MiAMBIENTE Los Santos - Ana Batista, Sustainable Azuero technician - Xin Wu, intern Sustainable Azuero. <p>Suggestions: Bring closed clothing, hydration. For the visit to the apiary, avoid wearing clothes with strong odors. Bring allergy pills in case there is an incident due to the visit to the apiary.</p>	
Sunday, May 29th		Transfer to Panama City		
Monday, May 30		MORNING OFF AT CONSULTANT'S REQUEST		
	4:00 pm – 5:00 pm	VIRTUAL	<p>https://undp.zoom.us/j/82998899705?pwd=UkVWwJ2pnVfSVxPC1QBYKst5yJp15.1</p> <p>Meeting with Evaluation Reference Group</p> <ul style="list-style-type: none"> - José De Gracia, UNDP Environment and Sustainable Development Programme Officer 	Confirmed

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DATE	HOUR	PLACE	ACTIVITY	STATUS
			<ul style="list-style-type: none"> - Monica J. Mora Project Coordinator PS 102547 Azuero Sostenible - Jorge Jaén Head of Management Department, Directorate of Coasts and Seas, Ministry of the Environment - Irina Madrid Planning, Monitoring and Evaluation Specialist, UNDP - Anarela Sanchez, UNDP Environment and Sustainable Development Programme Associate - Alicia Díaz, Gender Specialist PS 102547 Sustainable Azuero Project <p>Theme: Presentation of first findings of the Final Evaluation</p>	


5.5 Annex 5: Documents to be reviewed

Item (electronic versions preferred if available)
Project Identification Form (PIF)
UNDP Initiation Plan
Final UNDP-GEF Project Document with all annexes
CEO Endorsement Request
UNDP Social and Environmental Screening Procedure (SESP) and associated management plans
Inception Workshop Report
Mid-Term Review report and management response to MTR recommendations
All Project Implementation Reports (PIRs)
Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
Oversight mission reports
Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
Annual Operating Plans (AOP)
Minutes and decisions of the Project Board (Steering Committee).
Sample of project communications materials
Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.):
Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
Project deliverables that provide documentary evidence of achievement towards project outcomes
UNDP Country Programme Document (CPD)
UNDP Handbook on Planning, Monitoring and Evaluating for Development Results.

5.6 Annex 6: Evaluation Scales

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

5.7 Annex 7: Evaluation consultant agreement form

<p style="text-align: center;">Evaluation Consultant Agreement Form⁷</p> <p>Agreement to abide by the Code of Conduct for Evaluation in the UN System:</p> <p>Name of Consultant: <u>José Galindo</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 Quito Ecuador on July 07, 2022</p> <p>Firma: <u></u></p>

⁷www.unevaluation.org/unegcodeofconduct

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5.8 Annex 8: Mission Photographic Record



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