PRODUCTIVE LANDSCAPES RESILIENT TO CLIMATE CHANGE AND STRENGTHENED SOCIO-ECONOMIC NETWORKS IN GUATEMALA

PIMS 4386

Executing Institution:
Ministry of the Environment and Natural Resources

Implementing Agency:
United Nations Development Program

Final Evaluation

Evaluator: Marietta Fonseca F

Guatemala- November 2018

TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS

NCPA	National Council for Protected Areas
AF	Adaptation Fund
FAUSAC	Faculty of Agronomy of the University of San Carlos de Guatemala
IAST	Institute of Agricultural Science and Technology
NFI	National Forestry Institute
NIVMH	National Institute of Seismology, Volcanology, Meteorology and Hydrology
MALF	Ministry of Agriculture, Livestock and Food
MENR	Ministry of the Environment and Natural Resources
MNI	National Implementation
CO	Community Organization
SDG	Sustainable Development Objectives
LO	Local Organization
LCP	Local Community Projects
MDP	Municipal Development Plans
PIR	Project Implementation Report
UNDP	United Nations Development Program
PLRCC	Productive landscapes resilient to climate change and socio-economic networks strengthened in Guatemala
PRODOC	Project document
PSP	Presidential Secretariat for Planning
SFNS	Secretariat of Food and Nutritional Security
NSPCFF	National System for the Prevention and Control of Forest Fires
USAC	University of San Carlos of Guatemala

EXECUTIVE SUMMARY

The project *"Productive Landscapes Resilient to Climate Change and Socioeconomic Networks Strengthened in Guatemala"* (PIMS 4386), aims to **"increase resilience to the climate of productive landscapes and socioeconomic systems in twelve municipalities of the departments of Sololá and Suchitepéquez."** It is executed through the Ministry of Environment and Natural Resources (MENR), financed by the Adaptation Fund, and implemented with the support of the UNDP-Country Office-Guatemala, as well as UNDP colleagues at the Panama Regional Hub for Latin America and the Caribbean and, at Headquarters. The project was formulated to be executed over 4 years, starting on *July 2, 2015.* However, given the high effectiveness in resource management and in reaching the projected goals, its closing is calculated for December 31, 2018. According to the project document, it is necessary to carry out a "final evaluation" of the level of performance of the expected results and products throughout the execution period, including the results (positive or negative) that were not expected.

To achieve the objective, a set of interrelated actions are implemented, which include the strengthening of institutional capacities, supporting the building of more resilient local economies, and increasing the adaptation capacity of the communities through adaptation measures, as well as a social communication component. This will allow for the dissemination of useful and timely information to the population in order to reduce the level of vulnerability and improve the capacity to adapt to climate change.

In this period of execution, the actions were developed by the Project in partnership with its associates at the national and subnational levels. The analysis of the main contributions, including significant results, good practices, obstacles encountered, actors involved, and lessons learned, constitutes the basis for the present evaluation. In reference to the methodology, we started with a documentary analysis of the results of the implemented actions. The same one which allowed us to identify key actors that participated in the processes promoted by the project, as well as strategic issues that were deepened through interviews and focus groups with prioritized actors, representative of the different levels and areas of intervention.

The main contributions of the project in partnership with its partners can be summarized as follows:

The project **strengthened the capacities of local and national authorities** and decision makers, through climate information useful for the planning and public investment processes specific to the intervention area. The Institute of Meteorology Seismology Volcanology and Hydrology "NISVMH" has been strengthened both in human resource training and technical equipment through:

- A server and the start-up of a new database according to international standards; entry of physical information and data migration to the new database; the addition of 2 million data from 26 meteorological stations of local organizations (Institute of Climate Change and National Coffee Association) with which administrative arrangements were made to

provide historical and future information of 53 additional meteorological stations. At the same time, three new meteorological stations were established in the intervention area of the project, pending their operation. Twelve Institutional Strategic Plans, Municipal Development Plans, which incorporate adaptation measures within the municipal government's planning for the 2016-2020 period, have been prepared. A basin Management Strategy is in the process of socialization and financial mechanisms have been designed. A web sub-portal was opened for the exchange of climate information that NISVMH will operate, where the interested public will be able to download climatic information on each meteorological station in the country, as well as information on climate scenarios by municipality, weather forecasts and information on early warning. In addition, NISVMH issues daily, weekly, monthly and annual bulletins that contain climate information.

The project identified, agreed upon and implemented local adaptation strategies to increase the resilience and ecological capacity of the productive landscapes of the intervention area.

- Through the figure of forest incentive, 205.05 hectares of natural forest have been conserved. Other 312.90 hectares of natural forest were authorized by the municipal government for conservation under the figure of protected area, still pending to be registered by the National Council of Protected Areas (NCPA). In addition, 10 ancestral practices have been identified in the Nahualate River basin and 15 adaptation measures are implemented, which include: land use, water management, forestry and agricultural measures. They are implemented through a ***community-based adaptation approach*** using the small grants project mechanism through local and community organizations.

The project promoted basic infrastructure and value chains as strategies to increase the resilience and ecological capacity of productive landscapes in the area of intervention.

- Eight (8) commercial networks have been established, reinforced and put into operation around 4 productive value chains: honey, cocoa, vegetables (pea) and maxán leaf. The implementation of two microfinance mechanisms has been promoted to support processes of adaptation to climate change. Credit regulations and policies were approved by Cooperativa Ixb'alam and Asociación AGEMA. Both funds consider within their obligations that the beneficiary of the microcapital must implement measures of adaptation to climate change to be subject to financing. After the intervention of the project, the 2,491 beneficiary households were evaluated, establishing an average income per household of Q1,732.79/month. With this, it can be affirmed that the intervention of the PLRCC project promoted the improvement in monthly income per household in the upper and middle zone of the Nahualate River basin by 17.26%, equivalent to an average increase per household of Q 255.02/month.

The effective management of knowledge, through an integrated information system, results in informed decision-making at all levels:

- The awareness program was finalized, which included a radio awareness campaign, broadcast on three local radio stations and in four languages (Quiché, Kakchiquel, Tz'utujil and Spanish). Given the coverage of the three radio stations, the messages reached an even larger population, outside the scope of the project. This activity was complemented with capacity building activities for community groups. The program was prepared and executed considering cultural and linguistic aspects of the region. The most effective tools to achieve the objectives were: **a) the hiring of local technicians who knew the idiosyncrasies of the communities, b) recognition of the contribution of women to agricultural activities in the household.**

Different instruments **have been developed:** a regulation for the implementation of health plans (NFI); (i) a National Development Strategy to the Management of Natural Forests for the Purpose of Production 2019-2032 (NFI); (ii) Master Plan of Reservation of Multiple Use, Basin of the Lake of Atitlán (RUMCLA) 2019-2023 (NCPA); (iv) Guide to elaborate Common Solid Waste Characterization Studies (MENR); (v) Guide to the Graphic Identification of Common Solid Waste (MENR); (vi) Regulation of Operation and Functioning of the Mechanisms of Compensation for Water and Forest (municipality of Santa Clara La Laguna); (vii) Municipal Regulation of Deconcentration and Decentralization of Functions of NCPA/NFI for Family Consumption of Firewood and Wood (municipality of Santa Clara La Laguna and NCPA/NFI).The systematization of the Project is in Process

With reference to **the performance frameworks of the interventions** executed in this period, it has been possible to verify:

- They were defined according to national and subnational policies and priorities. The design of the project was relevant to prioritize the most felt needs of the Nahualate River basin; the conservation and sustainable management of natural resources, the strengthening of communities, communication and awareness and information in the face of climate change, the development of community projects that generate opportunities and the targeting of communities, among others. In this sense, the evaluation considers that the project focused on the most relevant and strategic aspects to overcome the problem.
- The results, products and, expected indicators were efficiently fulfilled (between 95% and 100% of the goals have already been reached), although in many cases the designs of the interventions could be considered as "ambitious". It is necessary that the projects transcend the logic of activities and products and direct their actions to strategic and sustained medium-term processes.

In this evaluation process, the actors that have participated in the promoted processes have identified a set of conclusions, recommendations and lessons, which are made available to MENR, and UNDP and its partners.

ACKNOWLEDGEMENTS

Sincere thanks to the people who were interviewed, without whose testimonies and experiences it would not have been possible to reconstruct these three and a half years of support for the search for best practices to tackle climate change. Thanks to national and local authorities who found time in their agendas to express their opinions and to external consultants and consultants, to MENR and UNDP who diligently supported the process. It should be noted that the logistical development and access to information was efficiently supported by the Management Unit; a lot of openness and collaboration was received in the process.

I. GENERAL INFORMATION OF THE PROJECT

1.1. General Information of the Project "Productive Landscapes Resilient to Climate Change and Socio-Economic Networks Strengthened in Guatemala" (PIMS 4386)

Project Title	**Productive Landscapes Resilient to Climate Change and Socio-Economic Networks Strengthened in Guatemala. PIMS 4386**
Implementing agency	United Nations Development Program
Executing agency (EA)	Ministry of the Environment and Natural Resources
Modality of implementation	National implementation
Geographical scope of the project	Upper and middle basin of the Nahualate river in 19 sub-basins selected according to their vulnerability: Alto Nahualate, Ugualxucube, Tzojomá, Paximbal, Igualcox, Masá, Ixtacapa, Yatzá, Panán, Mixpiyá, Nicá, Mocá, Paquiacamiyá, Tarro, Bravo, San Francisco, Chunajá, Siguacán and Coralito. Located within the jurisdiction of 12 municipalities: Nahualá, Santa Catarina Ixtahuacán, Santa Lucía Utatlán, Santa María Visitación, Santa Clara La Laguna, San Juan La Laguna and Santiago Atitlán, Department of Sololá; Santo Tomás La Unión, San Pablo Jocopilas, San Antonio Suchitepéquez, Chicacao and Santa Bárbara, Department of Suchitepéquez.
Initiation of the project	July 2015
Project URL	http://marn.gob.gt/s/pprcc
Budget allocation of the Adaptation Fund	US $ 5,000,000 (without co-financing).

1.2. Brief Description of the Project

The objective of the project "*Productive Landscapes Resilient to Climate Change and Strengthened Socioeconomic Networks in Guatemala*", is to increase resilience to climate of productive landscapes and socio-economic systems in twelve municipalities in the departments of Sololá (Santa Catarina Ixtahuacán, Nahualá, Santa Lucía Utatlán, San Clara La Laguna, Santa María Visitation, San Juan La Laguna, Santiago La Laguna) and Suchitepéquez (Santo Tomás La Unión, San Pablo Jocopilas, San Antonio Suchitepéquez, Chicacao, Santa Bárbara), with jurisdiction in the Nahualate river basin, which are threatened by the impacts of climate change and climate variability. Particularly, to hydrometeorological phenomena, that have increased in frequency and intensity. The direct beneficiaries of the specific actions implemented were the community organizations located within the 19 sub-basins selected according to their vulnerability. The total population prioritized for these sub-basins is 139,545 people, of which 85,341 (61%) come from rural areas and 69,918 (50%) are women. At least 50 community organizations and no less than 7,500 inhabitants will benefit directly from the project.

To achieve the objective, a set of interrelated actions are implemented, which include the strengthening of institutional capacities, support to build more resilient local economies, and increase the adaptation capacity of the communities through adaptation measures, as well as a social communication component. This will allow for the dissemination of useful and timely information to the population in order to reduce the level of vulnerability and improve the capacity to adapt to climate change.

It is executed by the Ministry of Environment and Natural Resources under the modality of national implementation (MNI) with the support of the United Nations Development Program (UNDP) and will be governed by the standards established in the UNDP MNI Manual.

1.3. Summary of Project Progress

At the level of results, it is important to highlight that, from the visits and meetings in the field, the interviewees have recognized that the project has generated early impacts in different aspects. The quality of life of the communities has been favored because the conditions of hygiene and health have been improved with some initiatives, such as:

- The installation of ecological stoves, which not only reduce respiratory and eye diseases in women and children, but also reduce the levels of forest clearance by being more efficient, which has generated a multiplying effect due to the fact that different communities have been interested in replicating this initiative on their own.
- Water harvests have also contributed to the improvement of the quality of life in terms of the health of the communities, as well as a better care of the environment and a greater awareness of the communities in this regard.

- Different productive activities of adaptation and mitigation have become an important source of food security, for example the breeding of birds that, although it is not an adaptation measure as such, is an alternative to strengthen nutritional aspects, generation of income and environmental care by the beneficiary families and their communities.

At the level of conservation of municipal natural parks, it also helped to improve the protection of five thousand eight hundred and eighty-six hectares (5,846) with actions of integrated management of fires and construction of 57.5 linear kilometers of firebreaks, as well as training of forty forest firefighters, equipped and incorporated into the National System for the Prevention and Control of Forest Fires (NSPCFF).

The assessment highlights the achievements made with some small model plots (or farms, for other areas) for the positive results that could be observed in terms of greater efficiency in agricultural production, generation of surpluses, care of the soil, but above all they highlight the positive changes in traditional customs (such as slash and burn). In the same way, as expressed by the interviewees, there is also the acquisition of concepts and knowledge about climate change and its implications, and the replication of this type of friendly production approach, because the model plots have become examples to replicate in the regions**.**

According to the results framework, to the implementation schedule and activities versus financial execution, the project has achieved an efficient completion, which implies that it has managed or exceeded the risks identified in the PRODOC.

Some indicator goals have already been exceeded according to data documented in progress reports, consultations with institution officials and local informants. On the basis of inspections in the field by the evaluator, for example, Indicator 2.3, which is focused on **twenty-five organizations** that incorporate adaptation measures to reduce their vulnerability, has been exceeded in **one hundred and eight organizations** (among producers, cooperatives, micro-watershed committees and schools) that have incorporated some or several adaptation measures.

Indicators corresponding to the elaboration of value chains, technical standards, manuals, strategic municipal plans, inter-institutional team formation, financial mechanisms and application of adaptation measures have already been achieved. Infrastructure built for collection centers, as well as for the production of vegetables and flowers in controlled environments and most of the community projects, have already been completed. Only two of them end on December 31. As a recommendation of the mid-term evaluation, business plans and credit regulations were made, as well as a closing strategy.

"There are some actions with a good degree of progress towards the achievement of results related to the availability of climatic scenarios (seasons), watershed management strategies, biophysical studies carried out lack of socialization agreed for October-Systematization of lessons learned in progress, particular mention is made to the indicator - hectares subject to conservation through figures of protected areas or forest incentive", although the project has made the corresponding process for the registration, it is beyond its scope to complete the

process, in this sense the incidence from the Project Board would have been an important factor in the overall achievement of this indicator.

The progress of the project is qualified as SATISFACTORY.

In the following table the qualifications according to the established criteria are presented

Table 1: Evaluation Ratings.

1. Monitoring and Evaluation	GRADE	COMMENTS
Design of the monitoring and evaluation arrangements at the beginning of the project	Moderately Satisfactory (4)	At the beginning, the monitoring and evaluation function were not very solid (reports), they needed to be strengthened, as well as other monitoring processes in the field, linked to programmatic aspects. The audit reports also reflected greater attention in terms of quality in the information from the management unit**.**
Execution of the Monitoring and Evaluation Plan	Satisfactory (5)	Improvements were evidenced, for example: a tool was developed for monitoring, overseeing and evaluating of the project, process evaluation was applied (such as the awareness program) and, an exit strategy was formulated.
Overall Quality of Monitoring and Evaluation	Satisfactory (5)	The qualification is based on the achievement of the results, on the monitoring from the different tools/instruments reviewed and the verification in the field.
2. EXECUTION OF THE AI AND EA[1]:	**GRADE**	**COMMENTS**
Quality of UNDP implementation	Satisfactory (5)	UNDP played a catalytic role in the generation of guidelines, synergies between local and regional spheres and, in technical/financial support in the matter that the project occupies. It has been and is essential for the implementation of similar initiatives.
Quality of MENR execution	Satisfactory (5)	The MENR has ensured the progress of the fulfillment of activities/streamlined processes, participation of the parties, communications, political support, empowered the project and assumed the execution.
Overall quality of application and execution	Satisfactory (5)	In the execution, both instances have added value to the execution and achievement of the results.
3. EVALUATION OF RESULTS	**GRADE**	**COMMENTS**
Relevance	(5)	The project is relevant and significant with all the instruments with which it must have correspondence (international and national) and pertinent to the areas of intervention.
Efficacy	(4)	Effective and efficient project execution and adaptive management,

[1] IA = Implementing Agency, EA = Executing Agency

		except for a few products, are subject to completion.
Efficiency	(5)	High efficiency in the accomplishment of results ahead of planning.
Overall rating of project results	(5)	The project is a good practice.
4. SUSTAINABILITY	**GRADE**	**COMMENTS**
Financial Resources	Likely (L)	At the local level, there are processes that evidence early actions with potential to continue becoming stronger and growing. For example, the microcapitals, which provide "financial services" for people who cannot access the "traditional financial sector. Their base is the creation of a rotatory fund, and the specialization of local teams on the execution of such micro credits. The establishing of "forestry incentives" is another Project proposal, which aims to the sustainability of the actions.
Socio-political	Likely (L)	There is appropriation by the actors of the different actions generated by the intervention.
Institutional Framework and Governance	Moderately Likely (ML)	Little commitment from the relevant institutions to continue supporting the different activities. This situation arises in institutions such as MALF, NFI, NCPA, especially in middle structures and in management levels. In the field, there was a greater interaction with the project actions. It is possible to point out that this situation presents itself in relation to the limited the economic and technical resources and, political aspects related to government changes and thus, personnel and resource mobility.
Environmental	Likely (L)	No risks were identified.
Overall Probability of Sustainability	Likely (L)	The foundations to consolidate sustainability processes that remain trough time were set: The Forestry Incentive Program is currently being expanded throughout the country and I is expected to be institutionalized. The project served as reference for the elaboration of a debt-swap initiative with the Government of Germany replicating various components of the project in the Department of Quiché, in the upper watershed of Salinas and Motagua Rivers. It is expected that the activities in the organizations and the value chains are maintained over time. No actions were identified by the MENR or the municipalities or other institutions regarding the management of new proposals to access new funds. There was no sustainability strategy that determined the levels of consolidation.

1.4. Summary of Conclusions

In the framework of the final evaluation, and already finishing the execution of the project, the conclusions obtained in the process are presented below through the opinions of the different actors:

1.	The project is pertinent and relevant, all actions have been aligned with the national-subnational policies and priorities and international agreements of which the country is a signatory. It also has been executed in agreement with the governing entity on the subject and/or with the local authorities and community partners. Likewise, it has been relevant in terms of the focus of its areas of intervention.
2.	National capacities have been strengthened to manage and analyze information on climate events and risks with capacities, infrastructure and methodologies developed so that currently there is an inter-institutional team capable of creating climate projections.
3.	The project has shown that it has been efficient in the execution of resources for the development of the activities established in the results framework. Between 95% and 100% were reached, with the remaining 5% corresponding mainly to completing some linked activities, with operational aspects mostly. This has allowed an end before the time foreseen in the PRODOC.
4.	The identification, selection and design of local community projects was done with a bottom-up approach, listening to social organizations and their proposals. This has been a positive impact, since the organizations have been empowered and have gone from a logic of beneficiaries to implementing partners at the local level, with all the implications in terms of project execution, reporting, organization, etc.
5.	The LCPs did not consider local matching funds[2] or local input from the organizations which executed them, even though the UNDP Small Grants program model (taken as reference) does include it as part of the "model"[3].
6.	The strategies implemented by the project such as: the communication strategy, the establishment of value chains for production, the incorporation of micro capital in the execution of the LCPs, the technical assistance and advice in the development of methodologies and, instruments of adaptation at the local level, have been relevant.
7.	At the design level, the project shows areas of improvement in the definition of its results framework. In the section of recommendations this matter is extended.
8.	The monitoring system presented a challenge in terms of improving planning and monitoring instruments, such as annual reports, quarterly reports, information systems, etc. In this sense, it would be necessary for new interventions and to incorporate a greater systematization so that the knowledge that is generated prevails.

2 Initially, the word "counterpart" was used to refer to the funds provided by the local organizations. However, after correction and further analysis, the translator opted for employing the term "matching funds" in order to avoid misinterpretation of the conclusion point.

3 Local input refers to the input in either cash or kind made by the organizations in order to contribute to the execution of the initiative

9.	A series of studies, mechanisms for financing, plans and regulations were prepared based on the intervention of the project. Their appropriation and put in practice by the different participants will be a key alternative to respond to the problems generated by climate change and its effects. The scientific quality of the studies has been watched, its application must be promoted as public assets since they are instruments which can be used by any other public of private initiative.
10.	Specialized technical assistance in the transfer of adaptation instruments and methodologies at the local level is one of the most innovative factors of the project and, it has allowed to establish a process in the region that can be systematized, valued and scaled at a regional level.
11.	There are favorable changes in the processes of institutionalization and consolidation of the governance of climate change systems in the different actors and sectors where the project has intervened. There is evidence to affirm that the contribution of the MENR and UNDP in this area has had a weighted value with respect to other organisms.

1.5. Summary of Recommendations

Subsequently, some recommendations resulting from the evaluation process that could be **considered for a future project are made available to MENR and UNDP**:

1.	To make successful experiences visible and to promote their dissemination and scaling by entities with competence in the subject. For example, new projects could replicate and generate greater research with respect to the use and commercializing of "mashan" leaf. The project erected the basis for its "domestication" and harnessing[4]. Also, the endorsing of non-timber products, with a cultural background and potential in the international market.
2.	To bring the information to the population in a way that can be useful and becomes an instrument to improve future interventions linked to adaptation to climate change. This recommendation is based on the "good practice" carried out by the project in this area. For example, the strategy of informing each ethnic group in their mother tongue facilitates horizontal communication and knowledge management.
3.	To move forward in the processes of completion of a project requires an expertise not only in terms of efficiency, but also in the effectiveness of the actions that are being implemented. It is important to develop a "sustainability strategy" that takes into account the status of the processes in execution. It is desirable that projects transcend the logic of fulfillment of products, indicators, goals, and instead adopt more strategic processes in the medium and long term. For example: the value chains promoted by the project in the case of honey and pea or, the generation of mechanisms of microfinancing in order to support climate change adaptation processes.
4.	To promote partnerships between the different UNDP programs (Rule of Law and Peace, Active and Inclusive Citizenship, according to the UNDP Country Program) and even between the agencies. By the time the final evaluation was carried out, no alliances in this direction were perceived.
5.	After years of testing how to adapt to climate change, the project has shown that the development of

[4] Process by which a population of a certain animal or plant species loses, acquires or develops certain morphological, physiological or behavioral traits, which are heritable and, in addition, are the result of prolonged interaction and artificial selection by the human being.

	strategies based on a resilient community approach at a territorial level and the methodology used have had very good results in terms of data concretion, stakeholder participation and, above all, it has obtained a difficult relevance to see at a macro level. Therefore, it is recommended to continue pondering the development of strategies and tools at the local level that can be extrapolated at the national or regional level. This also requires investment amounts in order to accompany such processes. An example of this is the granting of "microcapitals" from local projects. With this methodology, a diversity of entrepreneurships and people from the vulnerable populations were reached, who cannot access the formal banking system and need flexible programs.
6.	It is important to promote that local projects provide a counterpart in cash or in kind: material and tangible contributions, that is, field work, participation in training sessions, workshops or courses and person hours.[5]
7.	It is recommended to join ongoing initiatives or already existing local platforms, such as the establishment of value chains. For example, the local organizations such as cooperatives and producers' associations among others. ● The social communication strategy was a traversal axis throughout the execution of the project's actions, which allowed its development not to be seen as isolated activities. It was executed considering the cultural and linguistic aspects of the region, addressed women directly, promoted equal rights and, assumed them as strategic actors and allies to face the effects of climate change. For a future project design, it is important to relieve this experience.
8.	To improve design aspects, it is recommended: a) To start from an institutional base line of the country, feasible to build with the great accumulation of existing information (baseline in legal, regulatory, institutional, financial aspects, etc.). b) To identify measurable guidelines related to the results that are to be achieved and not based on activities, and to resolve some separate indicators at the country level. c) The identification of areas of change and the focus around areas on which to pour quantitative and qualitative analysis of the effects of the project.
9.	To establish, from the beginning of the project (and for future projects,) the monitoring and follow-up system and thus applying it as a management tool for decision making.
10.	The implementation of the different instruments that the project has generated is relevant to advance in the topic of climate change, especially in vulnerable territories. Ensuring the start-up and sustainability of initiatives is a subject that requires continuity on the part of MENR and its partners and is to be included in initial stages of project design.

[5] GEF/PPD.2014- It is the work or the presence of the people during the course of the development of the project and afterwards, that has finished in what would be the follow-up, which may be 3 to 6 months after having finished the main activities within the project.

II. INTRODUCTION, OBJECTIVES AND METHODOLOGY

This document corresponds to the "Final Evaluation Report" of the project: *"Productive Landscapes Resilient to Climate Change and Strengthened Socio-Economic Networks in Guatemala"* (PIMS 4386). Henceforth, the project, which aims to "increase the resilience to the climate of productive landscapes and socioeconomic systems in twelve municipalities of the departments of Sololá and Suchitepéquez" proposes four strategic results to achieve it.

It is executed through the Ministry of Environment and Natural Resources (MENR), financed by the Adaptation Fund, and implemented with the support of the UNDP-Country Office-Guatemala. The project was planned to be executed in 4 years, it started on July 2, 2015. However, given the high effectiveness in resource management and in reaching the projected goals, the closing is calculated for December 31, 2018. According to the project document, it is necessary to carry out a "final evaluation" of the level of performance of the expected results and products throughout the execution period, including the results (positive or negative) that were not expected. Likewise, the evaluation seeks to identify the main lessons learned and recommendations in order to improve future initiatives in this area. The evaluation will provide evidence on the relevance of the project, the effectiveness and efficiency, the sustainability of the actions carried out and the added value on the subject of climate change.

2.1. Objectives of the final evaluation:

The **objective** of the present final evaluation, according to its terms of reference, is "to identify and analyze the achievement of the results, the benefits that the project provided to Guatemala, as well as lessons learned in the project management cycle, the elements that contribute to the sustainability of the results to inform similar future projects."

It was established to evaluate at least:

- Project objectives and practical results.
- Quality of execution, including financial management.
- Assumptions made during the preparation stage, particularly the agreed objectives and indicators, depending on the current project conditions.
- Factors that affected the achievement of the objectives. The current context is especially crucial, since a change in socioeconomic conditions with respect to the initial diagnosis, which is the starting point for the implemented intervention, can explain the effects of the affectation factors.
- S&E systems and their application.

2.2. Scope and Methodology

Principles of design and execution of the final evaluation, approach and methods of data collection, limitations for final evaluation.

As indicated in the terms of reference, the final evaluation must provide information based on evidence that is credible, reliable, useful and must respond to the criteria of **relevance, effectiveness, efficiency and sustainability.** These have formed the basis for the development of the project and the evaluation tools **(See Annex 1).**

It must follow a participatory and collaborative approach[6] that ensures close engagement with the project team, government counterparts, the UNDP Country Office, UNDP regional technical advisers and other key actors, such as civil society organizations. The methodology takes into account the guidelines and tools included in the protocols of the Adaptation Fund and the Manual for planning, monitoring and evaluating the development results of the United Nations Development Program (UNDP).

Gender and human rights approaches were considered during the evaluation process, both in the development of quantitative and qualitative techniques (whenever relevant). They were also considered in the estimation of certain products insofar as evidence was identified that the gender and/or human rights bias has been or could have been relevant to the effectiveness of the results.

In reference to the **period of time covered by the evaluation,** this report analyzes the contributions from July 2015 to the present (October 2018).

In regard to the **evaluation methodology**, this began with a documentary analysis of the actions and documentation available. Among other sources, the evaluator reviewed, but was not limited to:

1. Project Document
2. UNDP Social and Environmental Assessment
3. Initial report of the project
4. All the project performance reports (PPR, for its acronym in English)
5. Quarterly progress reports and work plans of the various implementation task forces
6. Audit Reports
7. Midterm review report
8. Management Response
9. AF tracking tools completed: "Result Tracker"
10. Reports of the supervision mission
11. All monitoring reports prepared by the project
12. Financial and administrative guidelines used by the project team

[6] To obtain innovative and participatory ideas on Supervision and Evaluation strategies and techniques, see UNDP Discussion Paper: Innovations in Monitoring and Evaluation Results, November 5, 2013.

13. Guidelines, manuals and operating systems of the project
14. UNDP country or country program document
15. Minutes of the meetings of the directory of "Productive Landscapes Resilient to Climate Change and Strengthened Socio-Economic Networks in Guatemala" (PIMS 4386) and other meetings (e.g. meetings of the Project Evaluation Committee)
16. Location maps of the project site
17. Specific reports of activities carried out by the project, as required

A more extensive list of documents and products reviewed is attached in **Annex 6.**

The **documentary analysis and preparatory work** allowed to identify key actors at the national and local levels that participated in the processes and activities promoted by the project, as well as matters of interest that needed to be deepened through interviews, focus groups or other instruments. It was ensured by an adequate representativeness: national authorities of MENR and other partner institutions, local authorities, UNDP staff, technical officers, counterparts of research and academia, leaders of organizations, representatives of educational centers, consultants and consultants who have provided specialized services to the project[7]. The consultant developed a set of tools for gathering information for different actors:

- Questionnaires according to each profile of the different actors (institutional, community and, fund executing organizations). **Annex 3.**
- Evaluation instruments for observation (guideline/form for field visits, what is to be observed, aspects to be seen in detail, what will be seen in a general or global way, scale of estimation, etc.).
- Evaluation instruments for product request (guideline/checklist according to the products and expected results/indicators).
- Portfolio of evidence (application guideline, documents generated by the project, financial reports, monitoring system, evidence of project performance, etc.).
- Preparation of scaffolds for information analysis.

Mission in the field: in the areas of the project intervention, for interviews with participants and key actors, visits to the areas with demonstration actions, meetings with focus groups. It is important to mention that the methodological application of interviews with key actors and focus groups was used for the verification process of the achievements. For this, a comparative and triangulated process was carried out, in which some of the questions were identical for the actors and groups participating in the execution of the project. Once the document analysis and interviews were completed, information was processed and a cross-disciplinary study of the results that formed the basis for the preparation of this evaluation report.

[7] The list of interviews was agreed upon with the coordination of the project and can be found in the annex of this document.

Limitations for the Final Evaluation, as in all cases of evaluation, the project had different methodological risks for the reliability of the information collected. These risks consisted of (i) possible self-censorship because the informants could inhibit themselves from responding freely for thinking that there was some institutional risk or for fear of jeopardizing the future of the project. This bias was addressed by emphasizing the questions about specific facts, avoiding collecting opinions and reiterating the reflective and proactive nature of the final evaluation, as well as the totality of the consultations made by the evaluator in an autonomous manner. (ii) Another likely bias is the possible interests of the sources consulted or positions established in relation to the intervention, which could distort the information elements; for this, a large number of sources and all the actors (by levels) were searched for cross-checks. It should be noted that the logistical and operational development counted with the participation of the project coordinator and technician, but the agenda was developed **without interference.** In general, it is considered that the people interviewed are representative of the target universe and that **there were no limitations** that compromised the development of the evaluation.

The **report is structured** around 5 chapters preceded by an **executive summary** in which the methodological process of the evaluation is briefly described, it also presents a synthesis of the findings and the main conclusions and recommendations.

Chapter 2 is introductory and covers the purpose and objectives of the evaluation in more detail, identifying its main phases and the main inputs generated. The evaluative criteria that have guided judgments and evaluations about the project are also addressed.

Chapter 3 describes the project and its development context

Chapter 4, conclusions-project strategy/results framework

Chapter 5, conclusions, recommendations and lessons learned

This report includes a **list of annexes that** includes the terms of reference of the evaluation, matrix of the evaluation of the people interviewed, the list of documents consulted and, the agenda and mission interviews, among others.

III. DESCRIPTION OF THE PROJECT AND BACKGROUND CONTEXT

3.1. Project Description

According to the Global Report on Disaster Risk Reduction in 2009[8], Guatemala has been classified among the ten most vulnerable countries to disasters in the world. This is compounded by the fact that it is a country with high levels of poverty and inequality (51% of the population is poor and 15% live in extreme poverty), 43% of the child population is undernourished and the majority of the poor population is made up of women and indigenous people[9].

The intervention area of the project is located in the departments of Suchitepéquez and Sololá, focusing its activities on the Nahualate River basin, where 99% of the population is indigenous belonging to the Maya ethnic groups, Kaq 'chiquel, K'iché and Tz'utujil, where only 7% of the population speaks Spanish as their first language. These are the departments with the highest rates of poverty and extreme poverty, malnutrition and infant mortality. **Poverty levels reach 70% (19 points above the national average) and 22% live in extreme poverty with a chronic malnutrition rate of 57%[10].**

The main environmental and climatic problems that are identified in the country and, more intensely, in the Nahualate River basin, correspond to increases in temperature and decreases in the total average rainfall, and that hydrometeorological phenomena have increased in frequency and intensity.

The direct beneficiaries of the specific actions implemented were the community organizations located within the twelve municipalities that cover the 19 sub-basins, selected on the basis of criteria such as: quality of life index, frequency of extreme hydrometeorological events, presence of water recharge zones, percentage of indigenous population.

3.2. Problems that the Project Tried to Address: Threats and Obstacles

As described above, the target areas of this intervention are exposed to conditions of high vulnerability due to the effects of climate change, and that this vulnerability is exacerbated in relation to poor rural populations. The project was channeled into interventions, aimed at promoting adaptations to climate change and, mitigating negative impacts that are dangerous for the human population and for development. These put at risk the forms of life and the human health and increase the vulnerability in the production of foods, also putting food security in

[8] Newsletter No1382, November 30, 2010SE-CONRED.

[9] Report on the State of the Environment, GEO Guatemala. MENR, (2009)

[10] INE (2006) National Institute of Statistics (Instutito Nacional de Estadísticas). National Census of Human Development

danger. These are the macro scenarios in which it was focused and intervened. As indicated in the PRODOC" ... is to increase resilience to the climate of productive landscapes and socio-economic systems..."

3.2.1. Obstacles

In this evaluation period, the partners have identified some aspects that deserve consideration:

- **Limited capacity and access to financing mechanisms:** the issue is new for municipalities, and technical capacities are limited. Although municipalities may contemplate the issue in their budgets, the amounts are limited, and they do not always know how to access other financing mechanisms. In some municipalities there is also a lack of political will.
- **High turnover of local authorities and officials of technical level:** in general, there is little stability of the officials of the institutional counterparts, which besides causing delays in the processes, hinders the continuity and sustainability of the advances. Also, little availability of information at the local level and technical expertise to generate specialized information.

3.3. Description and Strategy of the Project: Objectives, Results and Expected Results, Description of the Field Sites

The project strategy was implemented with a territorial approach of **"basin management"**, starting from the basin as a planning unit with its different social, economic, environmental and political dynamics. It was based on a set of actions with a logic of intervention, interrelated through four components that include the improvement of institutional capacities and access to increased financing -to support actions for the sustainable management of natural resources, leading to adaptation and mitigation of climate change.

The project promotes a participatory and community-centered approach in all activities.

3.3.1. Theory of Change of the PLRCC Project

The theory of project change or intervention logic seeks to explain why, how and under what conditions the expected effects of the project occur. The aim is to establish the assumptions underlying the intervention in terms of a gradual sequence of cause-effects and the logic implicit in the project.

The emphasis is on understanding how the project works. Its causal processes allow us to model the mechanisms for generating changes, identify the variables to be measured, collect information

about the model (implicit or explicit) and examine the correspondence between the information collected and the initial theory to analyze the success achieved[11].

The final evaluation has corroborated that the general design of the theory of change **is correct** because the strategic results included are **relevant and consistent**: from its design, the project sought to produce a monitoring and generation of climate information system as an input for the decision making at the national and local level regarding adaptation and mitigation. At this point, a better local management of natural resources is included in order to increase the capacity for adaptation and mitigation of climate change and reduction of vulnerability. Finally, it sought to achieve greater access to increased funding to support sustainable management actions of natural resources, leading to the adaptation and mitigation of climate change. In the same way, a program of awareness and promotion on climate change was built, with a focus on gender and food security as common points.

To this end, three meteorological stations were installed (at the time of the evaluation its use is still nearing completion), climatic scenarios are available, there is a study of "climate change and variability" generated from the project's activities. The appropriation of the topic of climate change was sought in national and local policies, areas of incidence related to significant contributions, linked to planning instruments that include the variable of climate change, have been developed in the framework of collaboration with local governments. Strategic Institution Plans (SIP), Municipal Development Plans (MDP) and, a Basin Management Strategy were formulated (soon to be socialized). We sought to increase the capacity of municipalities, traditional indigenous authorities and, local institutions in terms of management. We also sought to increase the capacity of residents to predict and implement adaptation and mitigation measures (in agricultural sectors 970.09 hectares, with good practices and systems of agroforestry, 241.33 hectares) to define and apply adaptation measures to climate change, related to water management, sanitation and food security among others. An improvement in effectiveness was also sought for the protection and conservation of areas under this condition (6,198 hectares). A robust awareness program was developed according to the target population in its different education and outreach strategies.

With the Final Evaluation, it was possible to verify the **relevance** of these guidelines defined from the design in the intervention logic of the project, however, it was also possible to demonstrate some "**improvable"** aspects in the operationalization of said theory of change. That is to say, the general postulates and the working hypotheses are strategic, but their implementation has some gaps in the logic of transformation of inputs into products. For example, it could be noted that given the lack of capacities in the communities, a **process of capacity building** was extremely necessary, however, on some occasions the training activities did not have the desired effects due to certain factors. In the opinion of some interviewees, the training was given in several specific activities and with practical methodologies, but there was no continuous accompaniment, or in some cases, the training was very specific and did not respond to the guidelines of a "training

[11] ROTI Handbook 2009

strategy". It is possible that having been implemented by different community organizations that developed the **local projects** (that is, by a third party that submits a proposal developed based on the capacities and interests and that responds to lines of orientation of key aspects) said activities must be addressed by the project also. This example illustrates how an adequate formulation of an axis in the intervention logic (capacity increase) does not necessarily translate into the desired effect in the value chain.

Another example was the level of appropriation by institutions at the local level, which was rightly defined as a result of it. However, in practice in some cases it was necessary to define the project's products **as a means to an end and not as an end in themselves.** That is to say, the elaboration of the Municipal Development Plans (MDP) is a very important product, but it was not defined in the theory of change the way in which these plans would be translated into tangible facts (management by the national authorities, local, resources, other actors).

In summary, it can be affirmed that the theory of change of the project is correct, but that a more detailed approach of its intervention logic was needed: inputs, resources, activities, products and results.

3.4. Project Execution Arrangements

The Ministry of Environment and Natural Resources (MENR) is the entity executing the project. The United Nations Development Program (UNDP) acts as the implementing entity and provides the required technical/administrative support. As a multilateral implementation entity, it is responsible for providing a number of management services, including but not limited to: general supervision and oversight, including participation in project reviews, briefings for staff and consultants, distribution and reporting to donors of financial resources and more. Based on this context, UNDP supports the director and the project coordinator to maximize its scope and management, as well as the quality of its products. At the same time, it is responsible for managing resources in accordance with the specific objectives defined in the project document. The financial management and accountability of the resources allocated, as well as other activities related to the execution of the activities, are carried out under the supervision of the UNDP Country Office, the UNDP Regional Center and the UNDP headquarters. It also ensures the effectiveness and efficiency of communications between MENR and other institutions relevant to the project.

The governance of the project is established through a **project board which is** the highest decision making and strategic support unit. The PB is chaired by the Minister of MENR or a delegate, includes a representative of UNDP-Guatemala, a representative of MALF (as the governing body of the agriculture sector) and two representatives jointly elected by the Departmental Development Councils of Sololá and Suchitepéquez. The PB is assisted by an Inter-institutional Support Committee, made up of key institutions such as MALF, CONRED, PSP, NFI, NCPA, NISVMH, MENR, SFNS and participation of non-governmental organizations.

The project was approved by the FA's board of directors in 2013. Its official start was registered in July 2015, with an anticipated duration of 48 months. At the operational level, there is a **management** unit that carries out the substantive programmatic/administrative execution led by a **project coordinator**.

Other agencies, especially government institutions, are involved in the execution of the project, accompanying the implementation process: Secretariat of Planning and Programming of the Presidency (PSP), the Ministry of Agriculture, Livestock and Food (MALF), the National Council of Protected Areas (NCPA), the National Institute of Seismology, Volcanology, Meteorology and Hydrology (NIVMH), the National Institute of Forests (NFI), the Secretariat of Food and Nutritional Security (SFNS), the Institute of Agricultural Science and Technology (IAST), the Faculty of Agronomy of the University of San Carlos de Guatemala (FAUSAC), municipalities, community organizations, non-governmental organizations (NGOs), among other actors.

The Project was designed to be executed in 4 years, with a financial allocation **of the Adaptation Fund** (AF) for USD 5,000,000.00, without co-financing assigned.

IV. PROJECT STRATEGY

4.1. Project Design

The object of the evaluation is the project **"Productive Landscapes Resilient to Climate Change and Strengthened Socioeconomic Networks in Guatemala"**, understood as the set of components, results, indicators and activities, which were reflected in the project document and the corresponding modifications that were made during its implementation.

From its design, the project proposes a horizontal approach with the broad participation of different institutions and an even broader community participation. The project was successful in its formulation by going beyond the purely environmental issues and betting on human development in the targeted basin (involving training, technical support, productive practices, protection, microcapital, information, etc.). In this sense, an integral design was reached, which obeys a complex situation due to the number of actors, institutions, different political issues, difficulty of access to the regions and lack of institutional and community capacity.

The project results framework was revised and adjusted for some indicators; executed in the start-up workshop, held on July 2, 2015 in Guatemala City. The programming and joint execution with the participation of different governmental institutions is the right option (UNDP and local organizations) despite being complex in terms of execution, management and articulation. The **evaluation** allowed corroborating the **relevance of the design,** which is a multidimensional approach to a problem crossed by different dynamics such as climate change in Guatemala. The

operational difficulties and the challenges involved in the articulation of so many actors validate the effort to develop an integral alternative to the identified problem.

The parties involved in the execution of the project **generated a specific added value** due to their technical knowledge, sectoral knowledge, inclusion of institutional methodological approaches, tools and experience. In this sense, the evaluator considers that the selection of actors **has been appropriate and balanced** in terms of institutional mandates and roles. One of the main challenges is to achieve the articulation of the different actors, in this sense and on the basis of the different opinions expressed by the actors, it can be affirmed that there were activities developed jointly.

Some actors also considered that the design was very ambitious and that there are structural aspects that were not addressed, such as: limits, land tenure conditions and geographical dispersion. The general scope of the project is ambitious in terms of the changes that are being sought, because the processes of raising awareness among local people and actors in terms of sustainable production and other adaptations to climate change are medium and long-term processes.

The evaluation did not identify formal M&E processes, effective tools, quality indicators in terms of performance or results, resources, etc. There was a specific consultancy on this subject that is considered a product: "**tool for checking, monitoring and evaluation of the PLRCC project "** since 2016, which constituted the follow-up instrument, but no evidence was found of its practical use and for the taking of decisions.

From a gender perspective, the design incorporated the theme as a "transversal axis". The logical framework is illustrated in indicators 3.1, 3.2, 3.3, specifically linked to promoting the equitable participation of women (mainly in training processes) as it follows from the formulation:

> *4.2. A percentage of the target population affirms knowledge about the adverse effects of climate change and places value in knowing the adequate response* ***disaggregated by gender****"*

Explicitly in the design, their particular needs around the subject were not addressed as would be desirable. However, in the execution the project deepened in these aspects, for example:

> *"…In activities such as those regarding the seed banks, which must be classified as cob, dry or, self-assessment training, we are clear with the project that we can work until twelve o'clock, because afterwards we have other things to do... "* (Regina Astlalam, participant of the project).

In general, it can be affirmed that the objectives and strategies of intervention of the project respond to the national and regional priorities of the country. The evaluation was able to demonstrate high levels of sensitivity and commitment to the initiatives promoted by the project,

it also concludes that the project and the issues addressed are **relevant and valid** in the national context.

4.1.1. Pertinence and Relevance (according to the evaluation criteria)

In the evaluated period, it was found that the pertinence and relevance of all project actions has been aligned with the national, subnational and international policies and priorities, of which the country is a signatory, and which have been executed in agreement with the governing entity in the matter and/or with the corresponding local authorities. In addition, maintaining permanent mechanisms of coordination and communication with them has facilitated the project to respond with flexibility to some demands such as verification of the "*contribution of projects implemented by MENR/UNDP towards international commitments and contributions from Guatemala, before the different conventions linked to sustainable development and sustainable landscape management*".

In that direction, 15 policy instruments were identified in which specifically the project contributes to[12]:

- Ten linked to the United Nations Framework Convention on Climate Change
- The National Action Plan on Climate Change (NAPCC) is the one that contributes the most
- Three to the Convention on Biological Diversity
- Two to the "2030 Agenda" which link a set of strategic goals with the SDGs and the K'atun National Development Plan: "Our Guatemala 2032"
- It is aligned with the cooperation policies of the Adaptation Fund in its effect indicators 5-7.1-3.1-3.2.-

The following current national policies:

- National Policy and Strategies for the Development of the Guatemalan System of Protected Areas
- National Forest Policy, Environmental Management Framework Policy
- Gender Equity Policy in the Sector of Environmental Management
- National Education Policy
- National Climate Change Policy
- Policy of Conservation, Protection and Improvement of the Environment and Natural Resources
- National Policy for the Reduction of Risk to Disasters in Guatemala
- Decree 68-86 on the Protection of the Environment[13]

[12] Systematization and contributions of the PLRCC project, international commitments, 2018. pdf

[13] https://www.preventionweb.net/files/27701_gtleyproteccionmedioambiente6886%5B1%5D.pdf

- National Strategy for Sustainable Production and Use of Firewood
- National Strategy of Biological Diversity and its Action Plan
- Framework Law to Regulate the Reduction of Vulnerability, Compulsory Adaptation to the Effects of Climate Change and the Mitigation of Greenhouse Gases[14]
- Aichi Goals

4.1.2. Effectiveness

The results, products and indicators provided in the logical framework of the project have been efficiently fulfilled. Between 95% and 100% of the goals were reached, with the remaining 5% corresponding mainly to completing some linked activities, with operational aspects of the start-up of meteorological stations, systematization report to be delivered and accountability workshop to be carried out. The achievement of one of the established indicators is outside the interference of the project because it depends on institutional decisions such as NCPA. However, it should be noted that the designs of the interventions are more oriented to products that have processes which could have reduced the greater empowerment of the results.

4.1.3. Efficiency

The financial and administrative efficiency of the management procedures and project operations implemented by UNDP allows for more objective evaluations among other things. This because the corporate procedures for the purchase of inputs and services are thought from the principle of optimization, that is, to achieve the same goals at the lowest cost. In this regard, the informants have not objected.

The assessment of the technical assistance provided or managed by the project has been very positive on the part of the informants. These expressed the quality of the work and the specialization in specific tasks in which the national partners had little experience, for example: technical assistance for NISVMH.

Regarding monitoring mechanisms, the country office ensures the progress of compliance with activities, which are also reported at the regional level. The indicators of the results framework based on activities did not provide more information on the changes produced, so the reports to donors do not collect the processes carried out and their effects on the development results in an analytical way. That is, systematization[15] of the process that would have been very necessary in a project of these characteristics is needed.

[14] https://conred.gob.gt/site/documentos/base_legal/ley_cambio_climatico.pdf

[15] At the time of the Final Evaluation, the process of systematization of the PLRCC is being carried out.

4.1.4. Added Value

It recognizes the value that UNDP has incorporated in the project's actions, mainly its ability *to mobilize the necessary expertise* in support of ongoing processes, its contribution to develop new methodologies and tools and, make them available to stakeholders. It also stimulates their commitment to knowledge management processes; among others.

Some interviewees mentioned that the ***flow*** of ***exchanges*** between the UNDP Regional Center in Panama and the Country Office was very important for the project, especially for technical support. This in practice means maintaining a horizontal line in the communication between the Regional Center and the Country Offices, throughout the process starting from the formulation of to the analysis of the results. It is desirable that similar initiatives be built from a real demand of the countries, also considering the technical capabilities and opportunities offered by the Regional Center.

4.2. Results Framework/Logical Framework

From the documentary analysis, and according to the contributions of the different actors, the results framework of the project incorporated some adjustments linked to the reality of the intervention area. This review involved the analysis of the feasibility of meeting the objectives set. Thus, it was determined that for the first year of execution (2015, July-December), 12 and not 14 results were considered to address those activities of greater complexity that required more outreach times (by studies and training).

Regarding the results, specifically to the activity of **result number one (1.1)**, which includes the installation and operation of nine meteorological stations as activities, the original justification of nine stations was the need to densify the information and generate capacities to dispose of climatic scenarios. NISVMH, however, made an update at the time of the start of execution, which was determined on the basis of parameters of: ***territoriality, representativeness of life zones and active meteorological stations*** in order to densify the meteorological network in the Nahualate River basin. Only ***three new meteorological stations were needed*** to be located in the upper part of the Nahualate river basin.

The goal of result number one has been a constant in the execution of the project. According to the informants, it has not been a direct responsibility of the Management Unit, but rather that the rhythms of the project and public institutions are different in terms of the technical-administrative processes of acquisitions and decisions that required a high level of adaptive management approach. At the time of the final evaluation, the commitment to finalize the process of placing the measurement and commissioning equipment, as well as the report" ***Variability and Climate Change in Guatemala***" was reaffirmed by the end of October. The *"Basin Management Strategy" is in the* process of socialization and it is expected that in the remaining time it will be completed.

The pending challenge refers to the adequacy of the information to the different audiences in each geographical level.

In result **two:** in activity 2.1, 205.05 hectares of natural forest have been conserved through the forestry incentive mechanism (at least 200 conserved through the mechanism of protected areas and forest incentive program). Another 312.90 hectares of natural forest were authorized by the municipal government for conservation under the figure of protected area, still pending to be registered. The entire process to be registered as a protected area has been completed, however, compliance goes beyond the project's attributions, insofar as registration is the direct responsibility of NCPA. In this regard, it is important to mention that the review of the results framework had a gap regarding the feasibility mechanisms to comply with this indicator. There are juridical-legal processes that must also be considered in the formulation. On the other hand, there is a Framework Agreement with NCPA, which could contribute to fulfill this commitment.

Regarding the activities of **result number three and result number four:** they were addressed as established in the PRODOC. Some, as the transversal axis and gender focus, went beyond disaggregating participation by gender and opted to deepen, from their roles, mechanisms that generate greater inclusion as the "PLRCC Awareness and Promotion Program". There are activities not contemplated in the results framework that were **strategically incorporated** by the management units, such as "**The Evaluation of Income and Expenses per Household"** after project intervention. Aspects of logistics were pointed out by the informants, for example, that vehicles were not incorporated being such a large and difficult to access region.

Regarding the **RISKS** identified in the PRODOC, no impact on the execution of the project which required a high degree of focus on adaptive management was evidenced, therefore appropriate risk management measures were introduced and practiced by the project team.

4.2. Progress Towards the Achievement of Results

This evaluation found satisfactory opinions regarding the delivery of the project's goods and services, this includes beneficiaries of the initiatives executed by local organizations. This fact is very important to validate the effectiveness of the project and also the relevance of the actions by the different actors.

The willingness of the different beneficiaries to participate in the project activities is a very important contribution to the progress made in the execution. Participation responds to the interest and satisfaction with the offering knowledge, goods and services (for example, technical assistance or micro-capitals) that are financed. The project is an opportunity for the topic of adaptation and mitigation to climate change to be included in a practical way in the work agenda of governmental organizations at national and local level, regional universities, civil society organizations and private entrepreneurs, among others. At the time of the **final evaluation**, the project presented between **95% and 100%** compliance with the activities foreseen in the results. It

is the criterion of the evaluator that many of these achievements are due to the fact that the project started from existing platforms, such as local organizations, the implementation model for non-reimbursable funds (based on the PPD/UNDP/GEF model) and the contribution of the different partners, meaning, the project bared the incremental costs to achieve results.

It is known that the initiatives that are built and inserted into ongoing processes or existing structures and that have demonstrated a certain level of "success" and/or durability over time, are more likely to meet the necessary conditions to sustain the services and benefits introduced and generate the expected effects and impacts.

The evaluation found that, of the **twelve goals** established in the results activities, **ten indicators** have been achieved, some even exceeded (example: indicator 3.2-at least two social networks, associations or production cooperatives, marketing associations were formed, reinforced and in operation, eight were set up).

Due to the wide variety of products, interventions and activities that have been carried out through the project implementation process, a global value judgment for all of these *is not possible*. However, some of them, due to their innovative nature and their results, deserve further analysis.

The financial resources channeled through the project have been a strong impetus for community groups and individuals who, in most cases, have multiplied the resources to generate important impacts in terms of protecting natural resources and sustainable economic alternatives to solve basic needs.

Local Community Projects. A total of 100.0% of the execution of 33 Small Grants Projects was accomplished (2 are finishing their interventions on 31 August 2018), through which measures of adaptation to climate change and productive chains linked to different products were promoted (Cocoa, Pea, Honey and Maxán Leaf). The allocation of resources and support in the execution of the projects has allowed us to support a large number of local initiatives.

There are aspects that were not contemplated within the mechanism of "subsidies" and that the EF indicates, for example: the incorporation of the local counterpart, which is fundamental to generate the culture of "contribution", also the incorporation of a **final evaluation** for each one of the projects to strengthen accountability and transparency (a simple instrument, according to the target population). In summary, the **LCP** constitute one of the major contributions of the project, both to the area of intervention and to the replicability and scaling to other regions where **"adaptation measures with a community approach" are implemented:**

- Three revolving seed funds were established for the producer networks of the cocoa, honey and maxán leaf production chains, in order to buy small volumes from small and medium producers.
- Five business plans were finalized, elaborated with the producer networks which constitute the business model of the productive chains (created by the project) for the period 2018-2022 (business plans were made as a recommendation of the Midterm Evaluation).

These activities show an early impact because producer organizations have become empowered and have gone from a sense **of beneficiaries to executing partners** at the local level, with all the implications in terms of project execution, reporting, organization, etc. Also, it is a model that gives community groups competitive advantages to access national and international markets. At the time of the evaluation, processes for the commercialization of honey at the international level were already in transit.

An assessment of income and expenditure per household post intervention of the project was made, establishing that the average household income is Q1,732.79/month (USD231.35), with a significant increase of 17.26% with respect to the baseline; the outflow did not have a significant variation with respect to the baseline. For the region in which the project was implemented and the level of poverty and extreme poverty, this is a significant indicator.

The Climate Change Awareness and Promotion Program: one of the actions carried out within the program was the "Social Communication Strategy", which became a central point for all project activities. The objective was to issue a simple, clear and direct message about climate change: causes, effects and how to face it by implementing adaptation measures. The goals and indicators linked to the program have been met. (indicators 2.2-2.3-3.1-3.2.)

The program was evaluated and showed important conclusions*: **it was prepared and executed considering cultural and linguistic aspects of the region**.* The most effective tools to achieve the objectives were: **a) the hiring of local technicians who knew the idiosyncrasies of the communities, b) the recognition of the contribution of women to agricultural activities in the household.** In total, it can be concluded that the actions of the PLRCC project reached 16,533 people directly and 103,739 people indirectly.

Together with the organizations ALANEL and AGEMA, the mediated tool "ancestral agricultural practices" was implemented. Together with government partners, the following regulations were prepared: (i) regulation for the implementation of health plans (NFI); (ii) National Strategy for the Promotion of Natural Forest Management for Production Purposes 2019-2032 (NFI); (ii) Multiple Use Reserve Master Plan for Lake Atitlán (RUMCLA) 2019-2023 (NCPA); (iv) Guide to Elaborate Characterization Studies of Common Solid Waste (MENR); (v) Guide for the graphic identification of common solid waste (MENR); (vi) Operating and Procedure Regulations for the Water and Forest Service Compensation Mechanism (municipality of Santa Clara la Laguna); (vii) Municipal Regulation of Deconcentrating and Decentralization of Functions of NCPA and NFI for the Family Consumption of Firewood and Wood (municipality of Santa Clara La Laguna, NCPA and NFI).

In order to contribute to the improvement of MENR and PSP processes, the studies focused on "systematizing the experiences of territorial municipal planning processes", and "systematizing project contributions towards compliance with international commitments and national contributions of Guatemala ".

Together with the Training Department of the Directorate of Training and Social Participation (known in Spanish as DIFOPAS) of the Ministry of Environment and Natural Resources (MENR), and

the Ministry of Education (MINEDUC), 1,029 teachers (469 men and 560 women) were trained (fourth, fifth and sixth year of primary school, working in public schools located within the Nahualate River basin). For this, the Program for Awareness and Promotion on Climate Change (PLRCC project) encouraged the reproduction of 2000 educational didactic kits that contained modules of methodological support and didactic material on issues of adaptation, resilience and mitigation of climate change.

The scope towards the achievement of the objectives is SATISFACTORY.

The following tables show an advance in detail towards the achievement of the results and the project in numbers.

Table 2: Logical Framework of the Project

FINAL OUTCOME OF THE PROJECT: to increase the resilience of productive and socioeconomic landscapes in the selected municipalities, threatened by climatic variability and climate change impacts in particular to hydrometeorological events that have increased in frequency and intensity.						
1. Strengthening institutional and political capacity for the integration of climate change risks in national, departmental, and municipal planning, public investment, budget and decision making.						
SUB-COMP	**INDICATOR**	**BASELINE**	**FINISH LINE**	**VALUE REACHED**	**QUALIFICATION OF ACHIEVEMENT**	**JUSTIFICATION FOR CLASSIFICATION**
1.1. Strengthening institutional and political capacity for the integration of climate change risks in national, departmental and municipal planning, public investment, budget and decision making.	Availability of scaled-down climate scenarios and information on early warning.	0	3 stations [16] (according to the NISVMH recommendation)	3	**HIGH DEGREE OF ADVANCE**	Construction of meteorological plots, placement of towers and circulation (pending the placement of measuring equipment and commissioning) was carried out during October 2018.
		0	1 inter-institutional team capable of creating climate projections	1 inter-institutional team capable of creating climate projections	**REACHED**	Strengthening the NISVMH team to: (i) purchase a server; (ii) operate the database according to the rules of the World Meteorological Organization (WMO); (iii) work on the entry of physical information and data migration to a new database; (iv) the addition of 2 million data from 26 meteorological stations of local organizations (Institute of Climate Change and National Coffee Association). Administrative

[16] NISVMH conducted a review of the initial report of the location of the 9 stations, which was determined on the basis of parameters of territoriality, representativeness of life zones and active meteorological stations, that in order to densify the meteorological network in the Nahualate River basin, only Three (3) new meteorological stations are needed to be located in the upper part of the river basin.

						arrangements were made to provide the historical and future information of 53 additional meteorological stations.
		0	Newsletters with climate information	Quarterly bulletins with climate information	**REACHED**	Quarterly bulletins with climate information. The challenge that persists is the adequacy of the information to the different audiences at the geographical level.
1.2	Number of strategies, developme nt plans and municipal strategic plans that incorporate information on the risks of climate change and adaptation measures.	0	1 basin management strategy	70% of advance in the elaboration and socialization of the basin management strategy.	**HIGH DEGREE OF ADVANCE**	Completed study on biophysical characterization of the Nahualate river basin and 19 sub-basins, basis for strategic planning of the same. The Inter-institutional Support Committee provides technical input. It is pending to perform the planned socialization for October.
		0	12 institutional strategic plans	12 institutional strategic plans	**REACHED**	Twelve Institutional Strategic Plans that incorporate adaptation measures within the municipal government's planning for the 2016-2020 period. Available on the project site: http://www.marn.gob.gt/s/pprc c/paginas/PEI__Suchitepquez
		0	12 Municipal Development Plans	12 Municipal Development Plans	**REACHED**	12 Municipal Development Plans, available on the project website for each department: http://www.marn.gob.gt/s/pprc c / pages /

						Planes_de_Desarrollo_Municipal_PDM_20172032__S olol http://www.marn.gob.gt/s/pprc c / pages / Planes_de_Desarrollo _Municipal_ MDP_20172032__Suchitepquez
1.3	Financial mechanisms (payments for environmental services, certifications, budget planning of the central and local government) were identified and evaluated.	0	By the second year of the project, the financial mechanisms (payments for environmental services, certifications, central and local government budget planning) existing in Guatemala will have been identified and evaluated, including institutional mapping and capacity assessment.	Financial mechanisms existing in Guatemala were identified and evaluated. Proposals of figures completed.	**REACHED**	Financial mechanisms (payments for environmental services, certifications, central and local government budget planning) in Guatemala, including institutional mapping and capacity assessment, were also identified. 2 proposed figures: private-private and a public-private.
2. Development and implementation of ecosystem management for resilience to climate change and productive practices that reduce the vulnerability of communities.						

2.1	Number of hectares of natural forests subject to conservation through the figure of protected area or forest incentive.	0	200 hectares	205,05 hectares	**REACHED**	205.05 hectares, subject to conservation (forest incentive) - 312.90 hectares of natural forest were authorized by the municipal government for conservation under the figure of protected area. The management of the resolution of registration of the National Council of Protected Areas (NCPA) is in process. This goal depends on the institutional responsibility and appropriation of NCPA to issue the aforementioned resolution.
Note: the proposed value was met in quantitative terms, however, the scope is still in process for the management of the registration resolution of the National Council of Protected Areas (NCPA). The achievement of this goal does not depend on the MENR or the Management Unit but on the institutional responsibility and appropriation of NCPA to issue the aforementioned resolution.						

SUB-COMP	INDICATOR	BASE LINE	FINISH LINE	VALUE REACHED	QUALIFICATION OF ACHIEVEMENT	JUSTIFICATION FOR CLASSIFICATION
2.2	Number of ancestral and traditional practices implemented, including area and households benefited.	0	At least 2 ancestral practices implemented to increase the resilience of productive landscapes.	10 ancestral practices implemented	**REACHED**	10 ancestral practices identified in the Nahualate river basin, through a participatory diagnosis report available in http://www.marn.gob.gt/Multi media / 9219.pdf
		0	NA	83,37 hectares	NA	There is no goal to calculate the percentage of execution and to classify the achievement.
		0	NA	250 homes (approximately 1125 people)	NA	There is no goal to calculate the percentage of execution and to classify the achievement.
2.3	Number of adaptation measures applied by community organizations (according to the catalog of measures established by the project).	0	At the end of the project, at least 15 different types of adaptation measures (including land use, water management, forestry and agricultural measures) are implemented through a community-based adaptation.	15	**REACHED**	15 adaptation measures were finalized (including land use, water management, forestry and agricultural measures). They were implemented through the mechanism of small grants projects through local and community organizations.

3. Increasing of the capacity of community-based associations in order to reduce the risks associated with climate and resulting in losses socio-economic and ecosystem projects in the selected municipalities						
SUB-COMP	**INDICATOR**	**BASELINE**	**FINISH LINE**	**VALUE REACHED**	**QUALIFICATION OF ACHIEVEMENT**	**JUSTIFICATION FOR CLASSIFICATION**
3.1	Percentage of households that have more secure access to economic income for their livelihood.	0	At the end of the project, at least 50% (N=1500) of the households of the members of the community organizations involved have more secure access to income for their livelihood.	2,491 households of the members of community organizations involved have on average 17.26% have more secure access to economic income for their livelihood, post intervention of the project.	**REACHED**	The baseline per income and expenses was elaborated for 2,491 beneficiary households, establishing an average income per household of Q1,477.77/month. Ex post evaluation of the project to the 2,491 beneficiary households, indicated an average income per household of Q1,732.79/month. The intervention of the PLRCC project promoted the improvement in monthly income per household in the upper and middle zone of the Nahualate River basin by 17.26%, equivalent to an average increase per household of Q255.02/month.
3.2	Number of social networks for the production of the intervention area; formed, reinforced and in operation.	0	At least 2 social networks (associations or production cooperatives and marketing associations) were formed, reinforced and in operation.	8 networks were formed and reinforced and in operation	**REACHED**	8 networks were formed, reinforced and in operation around 4 productive chains: honey, cocoa, vegetables (pea) and maxán.
3.3	Number of micro financial mechanisms identified,	0	By the end of the project, the implementation of at least one	4 identified microfinance mechanisms, socialized and	**REACHED**	2 microfinance mechanisms promoted to support processes of adaptation to climate change. Credit regulations and policies were approved by Cooperativa Ixb'alam and

	evaluated and promoted with technical assistance of the project, for processes of adaptation to climate change.		microfinance mechanism to support processes of adaptation to climate change will have been promoted, with a level of support agreed by the Interinstitutional Support Committee.	validated by a forum with experts; 2 mechanisms are currently being implemented to develop adaptation measures in the face of climate change.		Asociación AGEMA. Both funds contemplate as a requirement that the beneficiary of the microcapital implements measures to adapt to climate change to be subject to credit.

Establishment of an information system, based on the current specialized sub-national and national centers, to support the decision-making process on a more solid and scientific basis.						
4.1	Information and an inter-institutional communicatio n system for climate change was designed and operated in a coordinated manner at various levels.	No existing information and communica tion system	From the first year of the project, an inter-institutional information and communicatio n system will be developed for adaptation to climate change that will operate in a coordinated	An interinstitutional information and communication system in relation to climate change was designed and is operating in a coordinated manner at various levels.	**REACHED**	After the web sub-portal for the exchange of climatic information is finished, which NISVMH will operate, it will be possible to download climatic information from each meteorological station in the country, climatic scenarios by municipality, climatic forecasts and information about early warning. In addition, NISVMH issues daily, weekly, monthly and annual bulletins that contain climate information. The project strengthened the technical capacity of NISVMH to carry out the issuance of bulletins, and the sustainability of the process is based on the creation of a work team made up of NISVMH technicians, the Ministry of Agriculture, Livestock and Food (MALF) and the Ministry of the Environment and Natural Resources (MENR), which

			manner.			holds bimonthly meetings. 5 letters of understanding with government entities were signed: National Forestry Institute (NFI), National Institute of Seismology, Volcanology, Meteorology and Volcanology (NIVMH); the Institute of Agricultural Sciences and Technology (IAST), Ministry of Agriculture, Livestock and Food (MALF) and the Faculty of Agronomy and the University of San Carlos of Guatemala (FAUSAC).
4.2	Percentage of the target population (rural population of municipalities) with knowledge about the adverse effects of climate change and the appropriate responses.	0	At the end of the project, at least 70% of the rural population of the municipalities (total of 85,341 rural inhabitants) know about the adverse impacts of climate change and the appropriate responses.	In total, the awareness actions promoted by the PLRCC project reached 16,533 people directly and 103,739 people indirectly.	**REACHED**	The radio awareness program was finalized (raise awareness and promote the topic of adaptation to climate change), which included two stages: (i) March to October 2017, and February to June 2018. Transmitted in 3 radio stations and in four languages (Quiché, Kakchiquel, Tz'utujil and Spanish). The target population was expanded given the coverage of radio stations. This activity was complemented with the strengthening of capacities of community groups. The evaluation of the radio program was finalized, determining that it was prepared and executed with cultural and linguistic values of the region.

4.3	Number of Lessons Learned and Production Best Practices Standards and Manuals, included in the dissemination strategies of the project and shared in UNDP, MENR, and ALM and municipality websites are objectives and civil society.	0	10	Field stage finished.	**HIGH DEGREE OF ADVANCE**	After the field stage, documented processes. Pending is the systematization to present the final report during the month of October 2018.
	Number of Lessons Learned and Production Best Practices standards and manuals, included in the dissemination strategies of the project and shared in UNDP, MENR, and ALM and municipality websites are objectives and civil society.		4. TECHNICAL REQUIREMENTS	8	**REACHED**	(i) Regulation for the implementation of health plans (NFI); (ii) National Strategy for the Promotion of Natural Forest Management for the Purpose of Production 2019-2032 (NFI); (ii) Master Plan for the Multiple Use Reserve of Lake Atitlán Basin (RUMCLA) 2019-2023 (NCPA); (iv) Guide to elaborate characterization studies of common solid waste (MENR); (v) Guide for the graphic identification of common solid waste (MENR); (vi) Regulations for the operation and operation of the compensation mechanism for water and forest services (Santa Clara La Laguna municipality); (vii) Municipal regulation for deconcentrating and decentralization of NCPA and NFI functions for family consumption of firewood and wood (municipality of Santa Clara La Laguna, NCPA and NFI).
			4 Manuals	4	**REACHED**	Four technical manuals prepared and published. https://goo.gl/4aU4cw

RESULT REACHED

HIGH DEGREE OF ADVANCE

Table 3: project in figures

6,093.05 hectares under forest management and conservation

340,000 plants produced in 12 forest nurseries

250.21 hectares subject to management of agroforestry system (cocoa and maxán leaf)

5,586 hectares with integral fire management actions.

170.13 hectares with reforestation actions.

968.34 hectares with soil conservation practices, including demonstration plots and areas with irrigation systems.

16,170 community people have strengthened their capacities on issues of soil and water conservation practices, resilience and adaptation to climate change.

3,374 domestic animals to form livestock systems

107.45 hectares under organic agriculture.

10 ancestral practices recovered, 83.37 hectares cultivated.

1,484 hives in operation.

48.16 hectares of diversification of agricultural landscapes

2,024 storage structures (silos) delivered.

17 community seed banks implemented.

129 resilience committees formed, and community organizations strengthened in the upper area of the Nahualate river basin.

468 people have strengthened their capacities in leadership, organizational strengthening, governance, finance, accounting and cooperative systems.

328 family gardens, specific work with women.

34 manuals or internal regulations were prepared for community organizations or business structures.

8 organizational structures with commercial purposes were conformed.

7 collection centers were built; as well as 6 infrastructure extensions.

96 water springs were protected with reforestation and forest protection

59.05 kilometers of reforestation of river banks. 59.05 kilometers of reforestation of river banks.

90 rainwater storage and catchment systems were delivered or built.

165 gray water collection systems as well.

4.2.1. Barriers Remaining to Achieve the Objective of the Project.

There are a few activities still to be completed that are linked to the following results: *Result 1*- Complete the installation and guarantee the safety of the 3 stations recommended by NISVMH. *Result* 2- If possible, to complete the registration of 312.90 hectares of natural forest before the closure of the project. This is an activity that escapes the interference of the project, it is a topic where **the project board**, in its role of maximum instance, can serve as a link with the corresponding institutions. Some other activities are related to the rendering of accounts and the systematization report, which are ongoing, so the evaluation does not consider existing barriers.

4.3. Project Execution and Adaptive Management

4.3.1. Management Agreements

As established in the PRODOC, regarding the management arrangements, the project will be physically located in the Ministry of Environment and Natural Resources (MENR) and responds to the execution modality of National Implementation. As it was in fact done, within the MENR is attached the Project Unit, whose function is to consolidate the support of the different cooperation agencies in environmental matters. The director of this instance, in turn, is the national director of the project and part of the project board, who approves operational plans and payments to suppliers among other functions. In turn, responds to the Vice Ministry of Natural Resources and Climate Change (who participates in activities on behalf of the Minister of MENR, supports interventions and inter-institutional coordination linked to the project).

In the evaluation process, it has been identified that at the MENR request, the direct execution mechanism is also given by the UNDP specifically for the LCP.

For the purpose of procurement of services, the technical qualities of the products of the consultancies are reviewed and approved by the technical team of the project and by the technical and administrative support personnel of the UNDP. In terms of human resources, the management unit team has been maintained over time and therefore there is continuity in their tasks (at the time of the evaluation there is a small team depending on the completion of the project). This has facilitated continuity in project activities.

The technical team of the project is supported by the UNDP specialists of the Environment and Energy Area and the Regional Service Center of the UNDP in Panama.

The function of technical monitoring of the activities is in charge of the technical team of the project, especially among the functions of the Coordinator.

The backing in the presentation of supports and financial management results is adequate, in addition to the controls established in the UNDP Procedures Manual, as well as the punctual reviews

to which the project is submitted (the last one from 1/1 to 07/31/2018). The observations made in the "spot check" reports were minded opportunely and were especially linked to changes between expense lines that are usually updated in two moments: when the POA is established and in the closing review. At the time of the evaluation, **no changes are reported** because the budget is practically executed or committed to the activities to be completed.

The location of the project in the MENR project unit has made it possible to streamline the procedures and administrative/programmatic management and bring national level authorities closer to the project's intervention areas; this has been repeatedly mentioned with satisfactory opinions by the different actors.

Regarding the strengthening of other technical/programmatic instances of MENR, as established in the PRODOC, from this project location it was not possible to identify these contributions.

4.3.2. Work Planning

For planning purposes, annual operating plans (AOPs) were used, which include a breakdown of activities according to results and expected outputs, with specification of budgets for each group of activities.

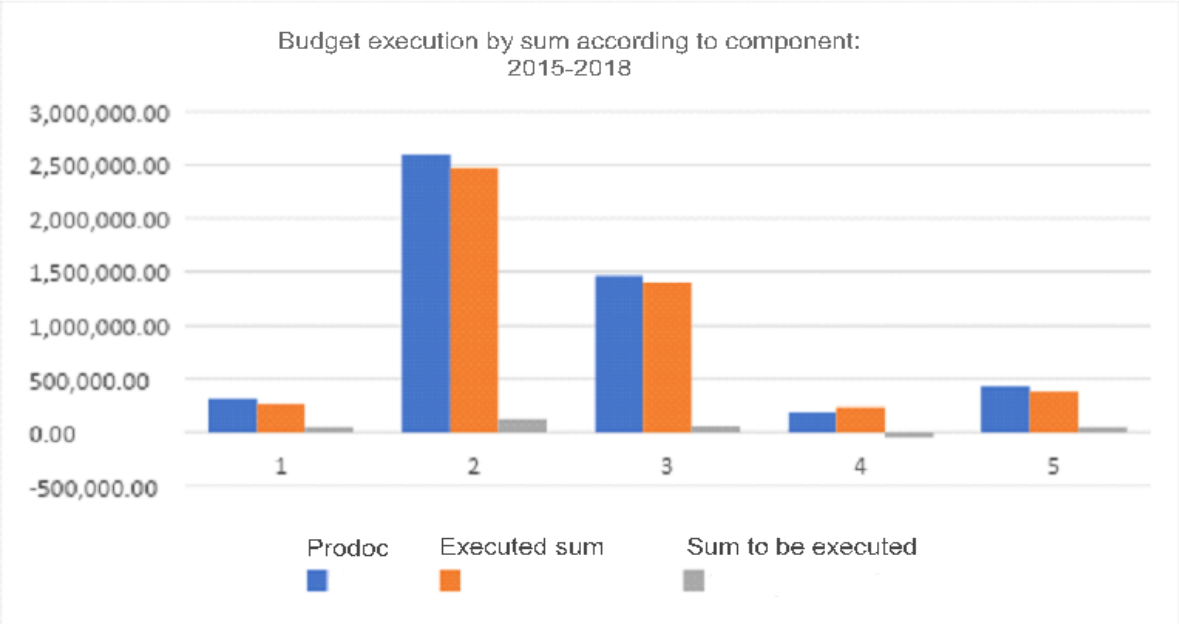
Other planning processes were evidenced, including the communication strategy (which has allowed the production of abundant audiovisual content and informative and inductive activities on the project), an effort that promoted a radio campaign to generate knowledge, awareness, participation and change of behavior of the different actors identified on the causes and effects of climate change, adaptation measures and resilience.

As a recommendation of the Midterm Evaluation, the management unit developed a "**closure strategy"** for project activities. It is the criterion of the evaluator that the strategy should be **"transmission and sustainability**" of the project actions.

4.3.3. Financing

The administrative/financial management of the project has been developed within the norms and procedures established in the manual of "Procedures for Projects Executed by UNDP", in this case, the project is in the national execution category (MNI), for of the LCP. At MENR's request, the UNDP carries out an execution specifically for this activity (**as evidenced by the official letter-MI-1231-2017).** The administrative staff of the management unit showed detailed records on budgets, disbursements and expenses for the project: in particular, good follow-up support in this aspect for the LCP attached to rigorous controls of transparency in the use of resources.

In the graph shown below, it can be seen that the budget of the project has been executed at 95.15%, the remaining percentage, 4.85%, corresponds to expenses already committed to contracts.



4.3.4. Supervision and Evaluation System at Project Level

Since May 2016, the management unit had an audit, monitoring and evaluation tool, however there was no periodic scrutiny of the activities contained in the operational plan. It was also not clear that corrections or adjustments have been incorporated in time, or that this has even been used to define duration and quality of different processes. From the field visit it was possible to verify that the monitoring functions to the different activities, were done through inspections by the technicians and the project coordinator. There was also assistance to technical activities but not a structured information collection system with reports and information flows.

On the other hand, as established by the PRODOC, the intermediate evaluation should have been carried out in **April 2017,** and it was not until February 2018 that it was performed (it was delayed by administrative staff). This situation did not allow for action taking to give feedback to some activities or making adjustments.

At the LCP level, the evaluator performed document audits in some organizations, including reports to which she had access. In the content, progress was reported in the activities, financial aspects, evaluation of training processes, etc.

It should be noted that, from the start, the project made background adjustments which allowed a comprehensive vision of the objectives and the indicators, both at the beginning and at the exit level; the territorial configuration was also adjusted. It is important that this type of exercise is carried out before initiating an intervention strategy of this nature, which allows adjusting in conditions and

dynamics of development, closer to the present reality of the projects to be implemented, this because in many cases the projects are formulated in a very different time from the one they are implemented due to all the processes prior to the approval among others.

4.3.5. Stakeholder Participation

The MENR has had a substantive participation as executor of the project, especially through the National Director and the Vice Ministry of Natural Resources and Climate Change.

According to the different interviewees, there is an appropriation of the project by the institution, which has allowed the MENR to reach the communities with a less restrictive position and more linked to sustainable development.

The national execution modality has allowed a more dynamic participation of MERN in the technical management of the project.

UNDP has provided technical support and monitoring of financial management, especially for key processes such as LCP.

Community mayoral ties, on the other hand, have played a relevant role in terms of the implementation of the LCP's and the follow-up of measures to adapt to climate change, as well as the functioning of resilience committees.

Local governments had a very isolated participation. As a result of the interviews, some informants expressed that there was a lot of expectation on the part of them to manage some financial resources of the project.

NISVMH has been a strategic partner in the identification of needs of addition to the network of meteorological stations, and at the same time has been strengthened through: (i) the purchase of a server; (ii) the start-up of a new database based on the World Meteorological Organization (WMO) standards; (iii) entry of physical information and data migration to the new database; (iv) addition of 2 million data from 26 meteorological stations of local organizations (Institute for Climate Change and National Coffee Association) and in the adequate preparation of information on climate scenarios and key climate variables for dissemination to the public through of your portal.

4.3.6. Reports

The project has submitted eleven quarterly reports to the UNDP, in which the results obtained in each quarter are reported and the status of the main products also include financial execution percentages. In terms of format, the evaluator considers that it did not allow a comprehensive analysis of the progress of the project, since they mainly report the results in the form of quantities, but they were not backed by an analysis, so the substantive nature of the process is lost.

There are reports of independent auditors for the period of December 31, 2017. Also, with the reports PPR Guatemala 2016 and PPR Guatemala 2017.

4.3.7. Communication

According to the interviewees, the management unit has developed a robust horizontal communication strategy with the different levels of actors and for the general public.

The website **(http://www.marn.gob.gt/s/pprcc/**) serves as an information platform and also as a transparency mechanism to publicize the project, its publications, studies, videos and the important actions done; including the contracting processes in progress. Videos, photographic essays and written pieces of success stories of beneficiaries of the project that have been made and disseminated internationally. The social networks of the project are also used, where many of the beneficiaries and actors follow the activities.

There is ongoing coordination with the Public Relations Unit of MENR and the Communication Unit of UNDP Guatemala for the coverage and dissemination of activities.

At a technical level, monthly meetings are held with the LCP coordinators to learn about the progress of the project and exchange information on the actions carried out by the Management Unit. Field visits to follow up and implement the LCP, which is shared with authorities of the institutions and beneficiaries to provide feedback on the progress of the project, are also regular.

EXTERNAL COMMUNICATION STRATEGY

Social communication was a tool to promote awareness, behavioral changes and facilitate knowledge about the causes and consequences of climate change and how to deal with them appropriately.

The radio, print and digital media and social networks were used as means to reach external audiences based on a **communication strategy** developed from the project as one of the mechanisms for raising awareness among the population.

Based on this strategy, an information, awareness and participation campaign was carried out by radio. This campaign was carried out in four local languages (K'iché, Ka'qchikel, Tz'utjil and Spanish).

In addition, opinion columns and radio interviews have been written to publicize the progress of the project. On the other hand, journalistic coverage has been given by national media to important events and actions of the project. Another essential element of external communication corresponds to the realization of a documentary video (http://www.marn.gob.gt/s/pprcc) with the presentation of the project and ten videos of the actions of the local community projects, which have been shared with the entities responsible for the project and beneficiaries.

It is the criterion of the evaluator that the experience developed by the project in terms of communication is **RELEVANT and HIGHLY SATISFACTORY.**

4.4. Sustainability

4.4.1. Financial Risks for Sustainability

Due to the ending of the financial contribution of the Adaptation Fund, the continuation of support for the processes undertaken by the project depends, to a large extent, on the disposition of the state financing (which, according to the informants, is very limited), especially to implement the institutional activities that are still at the level of "documents". No actions were identified by the MENR, the municipalities or other institutions regarding the management of new proposals to access new funds.

At the community level, sustainability is more likely due to the actions carried out by the project through strengthening, the structures of community organizations and the creation of legally constituted structures that allow producers to market their products by accessing both national and international markets directly.

The establishment of **"revolving funds"** through the micro capitals granted by the project is an important element to generate sustainability.

One of the challenges is to achieve greater financial contributions from the counterpart, due to the increasing requirements of national/local co-financing.

4.4.2. Social Risks for Sustainability

(level of appropriation by the groups involved):

The actors participating in the project activities have increased their capacities through different actions such as training both at the community level and partner institutions. This aspect is contemplated in the intervention strategy from the PRODOC. The processes, since their implementation, have involved local people as the main actors, not only as beneficiaries, but as partners. The activities respond to the needs identified by them, where they have expressed interest in participating and giving continuity to the activities carried out, so they are more likely to be relevant and to last over time. In addition, they have an insertion in new structures and processes and consolidation processes such as value chains.

It is known that the initiatives that are built and inserted into ongoing processes or existing structures, and that have demonstrated a certain level of "success" and/or durability over time, are more likely to meet the necessary conditions to sustain the services and benefits introduced and generate the expected effects and impacts.

4.4.3. Institutional Framework and Governance Risks for Sustainability

(Political support and institutional and management capacity to give continuity to the actions implemented to the project)

The project has implemented some strategies with a view to the sustainability of actions: strengthening the capacity of national and local actors, promoting the institutionalization of progress (including through regulatory instruments), linking to ongoing platforms and processes so that the responsible institutions or organizations can subsequently give continuity to the actions, and ensure that the actions respond to demand and are useful for institutions/organizations, among others.

The impact on governance has been facilitated and actively participated in a large number of workshops and regional forums of all kinds.

MENR as executing agency signed "**letters of understanding**" with FAUSAC, IAST, NFI, NISVMH and MALF, which establish parameters of inter-institutional cooperation in order to contribute to technical assistance and training of community groups, identification of problems and needs, among other aspects. However, the date of termination of these "letters of understanding" coincides with the completion of the project, as could be verified in the evaluation, some institutions were unaware of this instrument of cooperation and commitment. Nor were actions identified by the MENR regarding the management of new proposals to access new funds.

4.4.4. Environmental risks for Sustainability

Currently, as part of public policies in Guatemala, new guidelines are promoted to combat the effects of climate change under the conceptualization of regenerative agriculture, applying organic farming methodologies, the agroecological system, etc. In this sense, the intervention of the project has **contributed to strengthen conditions** to **reduce these** environmental risks, both by human intervention and by the effects of climate. On the other hand, the climatic information available from the strengthening of NISVMH is another substantive input.

Soil conditions and economic conditions have been improved to lower pressure on the part of the inhabitants, social capital has been strengthened through environmental education, protection areas have been increased, and human resources have been available as environmental volunteers, as well of financial mechanisms for conservation.

No environmental threats were identified, such as resource extraction plans, large tourism investment projects, etc.

4.4.5. Summary of Risks for Sustainability

SUSTAINABILITY	GRADE	COMMENTS
Financial Resources	Likely (L)	Conditions to consolidate certain processes which aim in this direction were created. From local organizations and platforms, such as microfinancing mechanisms and the strengthening of productive chains, with the possibility of attracting more investing funds. No actions were identified by the MENR or the municipalities or other institutions regarding the management of new proposals to access new funds.
Socio-political	Likely (L)	There is appropriation by the actors of the different actions generated by the intervention.
Institutional Framework and Governance	Moderately Likely (ML)	Little commitment from the relevant institutions to continue supporting the different activities.
Environmental	Likely (L)	No risks were identified.
Overall Probability of Sustainability	Likely (L)	The foundations were laid to consolidate sustainability processes that are maintained over time, for example: The Forestry Incentive Program, according to the different interviews, is expected to expand throughout the country as well as to become institutionalized. The project served as a reference for the development of a debt swap initiative with the Government of Germany replicating several components of the project in the Department of Quiché, in the upper basin of the Salinas and Motagua rivers. No actions by the MENR were identified, nor by the municipalities or other institutions in terms of managing new proposals to access new resources. It is expected that the activities in the organizations and value chains will be maintained over time.

5. CONCLUSIONS, RECOMMENDATIONS, LESSONS LEARNED

5.1. Conclusions

1. The project is pertinent and relevant, all actions have been aligned with the national-subnational policies and priorities and international agreements of which the country is a signatory. It also has been executed in agreement with the governing entity on the subject and/or with the local authorities and community partners. Likewise, it has been relevant in terms of the focus of its areas of intervention.
2. National capacities have been strengthened to manage and analyze information on climate events and risks with capacities, infrastructure and methodologies developed so that currently there is an inter-institutional team capable of creating climate projections.
3. The project has shown that it has been efficient in the execution of resources for the development of the activities established in the results framework. Between 95% and 100% were reached, with the remaining 5% corresponding mainly to completing some linked activities, with operational aspects mostly. This has allowed an end before the time foreseen in the PRODOC.
4. The identification, selection and design of local community projects was done with a bottom-up approach, listening to social organizations and their proposals. This has been a positive impact, since the organizations have been empowered and have gone from a logic of beneficiaries to implementing partners at the local level, with all the implications in terms of project execution, reporting, organization, etc.
5. The LCPs did not consider local matching funds[17] or local input from the organizations which executed them, even though the UNDP Small Grants program model (taken as reference) does include it as part of the "model"[18].
6. The strategies implemented by the project such as: the communication strategy, the establishment of value chains for production, the incorporation of micro capital in the execution of the LCPs, the technical assistance and advice in the development of methodologies and, instruments of adaptation at the local level, have been relevant.
7. At the design level, the project shows areas of improvement in the definition of its results framework. In the section of recommendations this matter is extended.
8. The monitoring system presented a challenge in terms of improving planning and monitoring instruments, such as annual reports, quarterly reports, information systems, etc. In this sense, it would be necessary for new interventions and to incorporate a greater systematization so that the knowledge that is generated prevails.

17 Initially, the word "counterpart" was used to refer to the funds provided by the local organizations. However, after correction and further analysis, the translator opted for employing the term "matching funds" in order to avoid misinterpretation of the conclusion point.
18 Local input refers to the input in either cash or kind made by the organizations in order to contribute to the execution of the initiative

9. A series of studies, mechanisms for financing, plans and regulations were prepared based on the intervention of the project. Their appropriation and put in practice by the different participants will be a key alternative to respond to the problems generated by climate change and its effects. The scientific quality of the studies has been watched, its application must be promoted as public assets since they are instruments which can be used by any other public of private initiative.
10. Specialized technical assistance in the transfer of adaptation instruments and methodologies at the local level is one of the most innovative factors of the project and, it has allowed to establish a process in the region that can be systematized, valued and scaled at a regional level.
11. There are favorable changes in the processes of institutionalization and consolidation of the governance of climate change systems in the different actors and sectors where the project has intervened. There is evidence to affirm that the contribution of the MENR and UNDP in this area has had a weighted value with respect to other organisms.

5.2 Recommendations

Some recommendations resulting from the evaluation process are made available to **MENR and UNDP**, which could be considered for a future intervention:

1. To make successful experiences visible and to promote their dissemination and scaling by entities with competence in the subject. For example, new projects could replicate and generate greater research with respect to the use and commercializing of “mashan” leaf. The project erected the basis for its “domestication” and harnessing[19]. Also, the endorsing of non-timber products, with a cultural background and potential in the international market.
2. To bring the information to the population in a way that can be useful and becomes an instrument to improve future interventions linked to adaptation to climate change. This recommendation is based on the "good practice" carried out by the project in this area. For example, the strategy of informing each ethnic group in their mother tongue facilitates horizontal communication and knowledge management.
3. To move forward in the processes of completion of a project requires an expertise not only in terms of efficiency, but also in the effectiveness of the actions that are being implemented. It is important to develop a "sustainability strategy" that takes into account the status of the processes in execution. It is desirable that projects transcend the logic of fulfillment of products, indicators, goals, and instead adopt more strategic processes in the medium and long term. For example: the value chains promoted by the project in the case of honey and pea or, the generation of mechanisms of microfinancing in order to support climate change adaptation processes.

[19] Process by which a population of a certain animal or plant species loses, acquires or develops certain morphological, physiological or behavioral traits, which are heritable and, in addition, are the result of prolonged interaction and artificial selection by the human being.

4. To promote partnerships between the different UNDP programs (Rule of Law and Peace, Active and Inclusive Citizenship, according to the UNDP Country Program) and even between the agencies. By the time the final evaluation was carried out, no alliances in this direction were perceived.
5. After years of testing how to adapt to climate change, the project has shown that the development of strategies based on a resilient community approach at a territorial level and the methodology used have had very good results in terms of data concretion, stakeholder participation and, above all, it has obtained a difficult relevance to see at a macro level. Therefore, it is recommended to continue pondering the development of strategies and tools at the local level that can be extrapolated at the national or regional level. This also requires investment amounts in order to accompany such processes. An example of this is the granting of "microcapitals" from local projects. With this methodology, a diversity of entrepreneurships and people from the vulnerable populations were reached, who cannot access the formal banking system and need flexible programs.
6. It is important to promote that local projects provide a counterpart in cash or in kind: material and tangible contributions, that is, field work, participation in training sessions, workshops or courses and person hours.[20]
7. It is recommended to join ongoing initiatives or already existing local platforms, such as the establishment of value chains. For example, the local organizations such as cooperatives and producers' associations among others.
    a. The social communication strategy was a traversal axis throughout the execution of the project's actions, which allowed its development not to be seen as isolated activities. It was executed considering the cultural and linguistic aspects of the region, addressed women directly, promoted equal rights and, assumed them as strategic actors and allies to face the effects of climate change. For a future project design, it is important to relieve this experience.
8. To improve design aspects, it is recommended:
    a. To start from an institutional base line of the country, feasible to build with the great accumulation of existing information (baseline in legal, regulatory, institutional, financial aspects, etc.).
    b. To identify measurable guidelines related to the results that are to be achieved and not based on activities, and to resolve some separate indicators at the country level.
    c. The identification of areas of change and the focus around areas on which to pour quantitative and qualitative analysis of the effects of the project.
9. To establish, from the beginning of the project (and for future projects,) the monitoring and follow-up system and thus applying it as a management tool for decision making.

[20] GEF/PPD.2014- It is the work or the presence of the people during the course of the development of the project and afterwards, that has finished in what would be the follow-up, which may be 3 to 6 months after having finished the main activities within the project.

10. The implementation of the different instruments that the project has generated is relevant to advance in the topic of climate change, especially in vulnerable territories. Ensuring the start-up and sustainability of initiatives is a subject that requires continuity on the part of MENR and its partners and is to be included in initial stages of project design.

5.3. Lessons Learned

In this section, the lessons that have been capitalized by the various actors participating in the project actions are presented. These have been surveyed through the interviews of the evaluation process. This is not intended to be an exhaustive list of learnings, but to note those that may be more significant for future interventions around the implementation of adaptation and mitigation actions to climate change.

1. At the community level, it may be more useful for communities to assimilate "**adaptation and mitigation** to climate change" through specific actions on the issue (for example, adaptation measures such as water harvesting, soil improvement, etc.), allowing them to relate the problem to their daily lives and to assimilate the tools through practical activities (learning by doing). At the time of the evaluation, a group from a Nicaraguan organization was visiting a group, becoming familiar with the practices implemented by the project.
2. Sometimes, local processes generate advances that serve as a reference for the national level and enrich it.[21]
3. **To favor the alliances** between the diverse actors linked to the subject, including the promotion of joint actions between scientific institutions, academia, community organizations, private sector, government.
4. The evaluation made it possible to observe, as a lesson learned, that project design is effective and efficient when the pertinent adjustments are made in order to act synergistically and jointly as required by the nature of the project itself. The highly complex and vulnerable areas require that international cooperation and institutions work with a multidimensional approach to comprehensively focus on the issues addressed. Intervention in the watersheds of the Nahualá River requires joint operations, for meeting problems of poverty, ethnicity, social and political.

[21] Ex: the process around the establishment of meters to measure the consumption of water in homes, carried out by the Water Committee of Chiquix Village, Municipality of Nahualá.

VI. ANNEXES

1. Terms of reference of the Final Evaluation

Final Evaluation - Adaptation Fund
Terms of Reference

1. INTRODUCTION

Below is a description of the Terms of Reference (TOR)for the Final Evaluation of the Project financed by the Adaptation Fund implemented by the UNDP, entitled: *"Productive Landscapes Resilient to Climate Change and Strengthened Socioeconomic Networks in Guatemala"*(PIMS 4386), executed through the *Ministry of Environment and Natural Resources (MENR)* and will be carried out in *2018.* The project was planned to be executed in 4 years, started on *July 2, 2015*. However, given the high effectiveness in resource management and in reaching the projected goals, the closing is calculated for December 31, 2018. These TOR establish the expectations for this Final Evaluation.

2. GENERAL PROJECT INFORMATION

The objective of the Project "*Productive Landscapes Resilient to Climate Change and Strengthened Socioeconomic Networks in Guatemala*", is to increase resilience to the climate of productive landscapes and socio-economic systems in twelve municipalities in the departments of Sololá (Santa Catarina Ixtahuacán, Nahualá, Santa Lucía Utatlán, San Clara La Laguna, Santa María Visitation, San Juan La Laguna, Santiago La Laguna) and Suchitepéquez (Santo Tomás La Unión, San Pablo Jocopilas, San Antonio Suchitepéquez, Chicacao, Santa Bárbara), with jurisdiction in the Nahualate river basin, and threatened by the impacts of climate change and climate variability. Particularly, to hydrometeorological phenomena, that have increased in frequency and intensity. The direct beneficiaries of the specific implemented actions were the community organizations located within the 19 sub-basins selected according to their vulnerability, being these: Alto Nahualate, Ugualxucube, Tzojomá, Paximbal, Igualcox, Masá, Ixtacapa, Yatzá, Panán, Mixpiyá, Nicá, Mocá, Paquiacamiyá, Tarro, Bravo, San Francisco, Chunajá, Siguacán and Coralito. The total population prioritized for these sub-basins is 139,545 people, of which 85,341 (61%) come from rural areas and 69,918 (50%) are women. At least 50 community organizations and no less than 7,500 inhabitants will benefit directly from the project.

This objective is to be achieved through the fulfillment of the following key results:

> **Outcome 1:** *Local and national capacities and tools allow decision-makers and communities to reduce vulnerability and strengthen adaptive responses*. The Project reinforced the capacities of local and national authorities and decision makers through useful climate information for the planning and public investment processes specific to the intervention area, with the aim of improving the analysis capacity to record information at the local and national levels, while strengthening communication mechanisms for adaptation to climate change.
>
> **Outcome 2** *The resilience of productive landscapes increased through the application of ancestral and traditional practices and other productive activities, as well as specific investments.* The project identified, became aware of and, put into practice, the local

adaptation strategies (previously prepared catalog) to increase the resilience and ecological capacity of the productive landscapes of the intervention area. These strategies were identified, prioritized and implemented in a participatory manner, with organizations, community leaders and local governments, seeking an adaptation approach based on the needs of each community.

Outcome 3: *Improvement of the socio-economic adaptation capacity of the communities*. The project promoted basic infrastructure and value chains as strategies to increase the resilience and ecological capacity of productive landscapes in the area of intervention. These strategies were identified, prioritized and implemented in a participatory manner, with organizations, community leaders and local governments, seeking an adaptation approach based on the needs of each community.

Outcome 4: *Effective management of knowledge, through an integrated information system, results in informed decision-making at all levels.* This activity was designed so that the results and lessons learned from the implementation of adaptation strategies feed the process of capacity building at the local and national levels, contributing to the creation of technical standards and manuals and the establishment of an information system of the program on adaptation to climate change.

In order to improve the capacity of communities to adapt to climate change in the project area, questions of gender, multiculturalism and food security are addressed in a comprehensive manner.

During the execution of the Project, the MENR and the UNDP, coordinated actions with other government entities, accompanying the implementation process, among which we can mention: Secretariat of Planning and Programming of the Presidency (PSP), the Ministry of Agriculture (MALF), the National Council of Protected Areas (NSPCFF), the National Institute of Seismology, Volcanology, Meteorology and Hydrology (NISVMH), the National Institute of Forests (NFI), the Secretariat of Food and Nutritional Security (SFNS), the Institute of Agricultural Science and Technology (IAST), the Faculty of Agronomy of the University of San Carlos de Guatemala (USAC), municipalities, community organizations, non-governmental organizations (NGOs), among other actors.

The Project was designed to be executed in 4 years, with a financial allocation of the Adaptation Fund (AF) for USD 5,000,000.00, without co-financing assigned.

3. OBJECTIVES OF THE FINAL EVALUATION

The Final Project Evaluation will identify and analyze the achievement of the results, the benefits that the Project provided to Guatemala, as well as lessons learned in the project management cycle, the elements that contribute to the sustainability of the results and to inform projects similar future.

The final evaluation must assess at least:

- Project objectives and practical results.
- Quality of execution, including financial management.
- Assumptions made during the preparation stage, in particular the agreed objectives and indicators, depending on the current project conditions.
- Factors that affected the achievement of the objectives. The current context is especially crucial, since a change in socioeconomic conditions with respect to the initial diagnosis, which

is the starting point for the implemented intervention, can explain the effects of the affectation factors.

- S&E systems and their application.

The results of this evaluation should guide the sustainability of the results of the Project and improve future interventions based on lessons learned that should be drawn from the process implemented.

4. APPROACH AND EVALUATION METHODOLOGY

The Final Evaluation should provide information based on evidence that is credible, reliable and useful. The final evaluation consultant will review all relevant sources of information, including the Guidelines for the final evaluations of projects / programs of the Adaptation Fund[22] and any other material that the consultant considers useful for this evidence-based evaluation. A List of documents that the Project Management Unit (PMU) will provide to the evaluator for review is included in **Annex C** of these TORs.

Within the methodology, the analysis or qualification tools indicated in the guides of the Adaptation Fund for the final evaluations must be taken into account[23]. **Annex F** contains the general qualification for each evaluation criterion (relevance, effectiveness, efficiency).

The Final Evaluation consultant is expected to follow a participatory and collaborative approach[24] that ensures close engagement with the Project Team, government counterparts, the UNDP Country Office, UNDP Regional Technical Advisers and other stakeholders such as civil society organizations. The methodology should take into account the guidelines and tools included in the Adaptation Fund and UNDP guidelines, for the final evaluations.

The participation of stakeholders is critical to the success of the Final evaluation[25] and must include interviews with parties that have responsibilities in the project. A detailed list of key stakeholders is attached (see **Appendix G**), including among others: the Minister Environment and Natural Resources, Deputy Minister of Natural resources and climate change of the MENR, the Project Manager, the Head of Adaptation to Climate Change of MRNA, the Project Coordinator, the Officer of Energy and Environment of the Country Office of UNDP, the Regional Advisor of Adaptation Technique of UNDP, Board of the Project, representatives of partner institutions of Central Government, representatives of partner institutions of State Government, Mayors and Municipal Government, representatives of institutions recipients of microcapital, representatives from the academia, experts and consultants in the field, civil society organizations, beneficiaries of the project, among others (see **annex G**). The Final Evaluation consultant is expected to conduct visits to some or all of the municipalities and project sites. The sites of the field visits will be justified and will be part of the proposed methodology of consulting. The consultant must establish the criteria for the selection of the sites to visit. The geographical area of the project includes: *seven municipalities of*

[22] For guidelines on final evaluations of projects / programs funded by the Adaptation Fund, see Guidelines for Project / Program Final Evaluations.

[23] For guidelines on final evaluations of projects / programs funded by the Adaptation Fund, see Guidelines for Project / Program Final Evaluations .

[24] To get innovative and participatory ideas about Supervision and Evaluation strategies and techniques, see UNDP Discussion Paper: Innovations in Monitoring and Evaluation Results, November 05, 2013.

[25] For more stakeholder participation in the S & E process, see UNDP, Manual for Planning, Monitoring and Evaluation of Development Results, Chapter 4, p. 93

the departments of Sololá: Santa Catarina Ixtahuacán, Nahualá, Santa Lucia Utatlán, San Clara La Laguna, Visitation Santa María, San Juan La Laguna, Santiago La Laguna and five municipalities of Suchitepéquez: Santo Tomás The Union, San Pablo Jocopilas, San Antonio Suchitepéquez, Chicacao, Santa Bárbara. Field actions include: agricultural parcels of local producers, family gardens; areas of reforestation or forest conservation, construction of structures for the collection of rainwater, construction of infrastructure for storage and processing of agricultural products, forest nurseries, among others. The adaptive practices were carried out with greater intensity in the upper part of the basin, jurisdiction of the department of Sololá.

The logistics of the meetings must ensure a fair, equitable and inclusive participation, which must be proposed by the evaluator. The evaluator will propose in the work methodology the most efficient option to hold meetings according to the analysis that he / she performs, taking into account the most effective days to ensure broad participation.

The final report should describe the complete approach adopted and the justification for it, making the challenges explicit, strengths and weaknesses of the methods and approach of the evaluation.

It is expected that the evaluator will elaborate and present **a detailed methodology on how the evaluation will be conducted.** This methodological proposal must include the evaluation instruments to be used. To do this, consider the guidelines for the final evaluations of projects / programs of the Adaptation Fund[26], and the list of questions, indicators, sources and methodology suggested in **Annex A.** It is expected that the evaluator will improve said list in function of the AF guidelines and their own criteria based on their experience.

5. CRITERIA AND SCOPE OF THE EVALUATION

An evaluation of the performance of the project will be carried out, based on the expectations established in the Logical Framework (see **Annex B**), which provides performance and impact indicators for the implementation of the Project together with its corresponding means of verification. The evaluation will cover at least the criteria of: relevance, effectiveness and efficiency, monitoring and evaluation.

The ratings must be provided according to the performance criteria presented in table 01, to be included in the executive summary; see the Mandatory Rating Scales in **Annex F.**

[26] For guidelines on final evaluations of projects / programs funded by the Adaptation Fund, see Guidelines for Project / Program Final Evaluations .

Table 01. Evaluation Qualifications.

1. Monitoring and Evaluation	Score	Comments
Design of the monitoring and evaluation arrangements at the beginning of the project		
Execution of the Monitoring and Evaluation plan		
Overall Quality of Monitoring and Evaluation		
2. Execution of the IA and EA[27]:	**Score**	**Comments**
Quality of UNDP implementation		
Quality of MENR execution		
Overall quality of application and execution		
3. Result evaluation	**Score**	**Comments**
Relevance		
Efficacy		
Efficiency		
Overall rating of project results		
4. Sustainability	**Score**	**Comments**
Financial Resources		
Socio-political		
Institutional Framework and Governance		
Environmental		
Overall Probability of Sustainability		

6. IMPACT

The evaluator will assess the degree to which the project has achieved results or is progressing toward achieving results (page 9, ROTI Handbook 2009)[28]. The key results that should be reached in the evaluations include whether the Project demonstrated: a) progress in embracing climate change adaptation practices, b) sustainable progress of the local economy through the formation of producer networks, and c) the implementation of financial mechanisms to improve ecosystem services in the area.

7. CONCLUSIONS, RECOMMENDATIONS AND LESSONS

The evaluation report should include a chapter that provides a set of conclusions, recommendations and lessons learned, including those that guide the sustainability of the activities after the end of the Project.

8. IMPLEMENTATION ARRANGEMENTS

The main responsibility for managing this evaluation lies with the UNDP Country Office in Guatemala, which will hire an evaluator. The PMU will be responsible for ensuring the timely provision of logistics and travel arrangements within the country to transfer the evaluator to the Project site, and

[27] IA = Implementing Agency, EA = Executing agency

[28] A useful measure to measure the impact of the progress made is the method of Manual for the Direct Effects to Impacts Review (RoTI, for its acronym in English), prepared by the GEF Evaluation Office: ROTI Handbook 2009.

to coordinate with the evaluator to organize interviews with stakeholders, manage meetings with the Government, among other activities that are considered.

9. RESPONSIBILITIES AND ACTIVITIES

In coordination with the PMU, the evaluator will be responsible for carrying out at least the relevant activities described below:

1. Review all project documentation that relates to this process.
2. Coordinate and carry out the meetings and interviews necessary to achieve the stated objective.
3. Conduct periodic meetings (via face-to-face or virtually) to present the advances and coordination that are necessary with the UGP and the OP.
4. Make the visits and tours that are necessary to the areas of interest for the Project.
5. It is very important that the activities are carried out in the Nahualate River Basin are coordinated with the PMU at least 2 weeks in advance.
6. Arrange the presentation of results that are required by the PMU and the OP.
7. Present the products according to the times established in these TORs and direct them to the designated managers for analysis and review.

If necessary, carry out any other related activity in mutual agreement with the parties involved, as long as they do not represent a delay in the main activities and are linked to the results of this consultancy.

The logistics of the meetings must ensure a fair, equitable and inclusive participation, which must be proposed by the evaluator. The evaluator will propose in the work methodology the most efficient option to hold meetings according to the analysis that he / she performs, taking into account the most effective days to ensure broad participation.

The summoning will be made under the coordination of the UGP, who will be in charge of them and the follow-up of particular meetings with national and local authorities. Depending on the requirements and types of meetings, the evaluator should contemplate the payment of the venue and refreshments for their realization. According to the UGP criteria, meetings and interviews will not require such expense, but the methodology proposed by the consultant may require it.

10.SCHEDULE

The total duration of the Final Evaluation will be approximately *90 working days, in a period of 3 calendar months of work* from the signing of the contract. The tentative schedule is as follows:

Table 02 Proposed General Timeline.

SCHEDULE	ACTIVITY
2 days after the signing of the contract	Prepare the Final Evaluation consultant (delivery of Project Documents) and first meeting (*Skype or similar*)
5 days after the first meeting	Delivery of the initial report of the Final Evaluation[29].
5 days after the presentation of the initial report	Finalization and validation of the Initial Evaluation Report.
20 days after the signing of the contract	Evaluation Mission: stakeholder meetings, interviews, visit to the Project site (maximum 5 days).
Last day of the field mission (15 days after the mission started)	Closing meeting of the mission and presentation of initial findings and conclusions: before the end of the Final Evaluation mission.
15 days after the mission closure session.	Delivery of a draft report (see the outline of the contents of the report in **Annex D**). Contemplate 5 days to review and comment.
5 days after the submission of comments.	Incorporation of the audit trail from the feedback to the draft report / finalization of the Final Evaluation report. Contemplate 10 days to review and comment. When the final evaluation report is presented, the evaluator is also required to provide an "audit itinerary", detailing how all the comments received in the final report of the audit have been addressed (or not). evaluation.
5 days after the submission of comments,	Preparation and issuance of the administration response.
	Expected completion date of Final Evaluation.

[29] The initial report should detail information about the project being evaluated, the reason for the evaluation, how each evaluation question will be answered by proposed methods, proposed data sources and data collection procedure. It should include, in addition, a proposed schedule of tasks, activities, final results and options for site visits should be included in the initial report.

11.EXPECTED PRODUCTS OF THE EVALUATION

Table 03 Products expected from the evaluation.

No.	Expected product	Description	Moment (payment management)	Responsibilities
1	**Initial report of the Final Evaluation** The document is expected in Spanish.	The Final Evaluation consultant clarifies the objectives and evaluation methods.	After signing of the Contract.	The Final Evaluation consultant presents it to the requesting Unit and the project management.
2	**Draft a final report** The draft report is expected in Spanish.	Complete report with annexes (using the guidelines on the content included in the **Annex D**).	After signing of the Contract.	Sent to the requesting Unit, reviewed by RTA, Project Coordination Unit, GEF OFP
3	**Final report** The draft report is expected in Spanish and English.	Revised report with audit trail detailing how they have been addressed (or not addressed) in the final report of the Final Evaluation.	The Spanish version of the final report must be submitted 5 days after receiving UNDP comments on the draft. The English version of the final report must be submitted 15 days after receiving UNDP approval of the Spanish version (see **Annex H**).	Sent to the requesting Unit

The evaluator must deliver the described products, both in a preliminary version subject to revision, and in the final version. In the first work meeting, the evaluator will be informed of the delivery form of the preliminary version of their products, the route of review and approval of the same, as well as the formats and logos defined by the project. The final approved version of each product must be presented to:

United Nations Development Program (UNDP)
5th Avenue 5-55 Zone 14, Tower IV, Level 10
Building Euro Plaza World Business Center
Guatemala City, Guatemala
Report No. _ _ of _ _: (Name of Product)
CONTRACT CI- xxxxxxx

Name of the evaluator
"Final Evaluation of the Project Productive Landscapes Resilient to Climate Change and Socioeconomic Networks Strengthened in Guatemala"

Cada entrega debe incluir:

1. Carta formal de entrega de producto, firmada por el/la evaluadora/a.
2. Al momento de entregar cada producto, se debe identificar de la misma manera que aparece en los Términos de Referencia, tanto el número como el nombre del producto.
3. Carátula de identificación del producto firmada por el/la evaluador/a (el formato será entregado por el PNUD).
4. Versión impresa: Un (1) original y una (1) copia, de preferencia en dúplex, presentados en folder o de preferencia encuadernados.
5. Versión digital:
   - ✓ Dos (2) CDs o USBs (correspondientes al contenido de cada documento impreso).
   - ✓ La USB deberá contener una etiqueta con el número del Contrato, nombre de la consultoría, nombre de el/la evaluador/a y número de informe.
   - ✓ Los CDs deben identificarse con el número del Contrato, nombre de la consultoría, nombre de el/la evaluador/a y número de informe, la etiqueta debe ir correctamente pegada sobre el disco o colocarlo en marcador permanente y escrito de forma legible.
   - ✓ Los CDs deben contener la información ordenada por carpetas según el orden que se establece en los Términos de Referencia.
   - ✓ Los nombres de los archivos digitales deben ser prácticos y cortos, de manera que se comprenda su contenido.
   - ✓ Todos los anexos (gráficas, fotografías, mapas, organigramas y otros) deben incluir archivos originales, editables, plenamente identificados y por separado. El formato de los créditos y logotipos se hará llegar a el/la evaluador/a, así como las plantillas para los informes, listas de asistencia y otros. Debe incluirse una carpeta con las imágenes en calidad óptima para posteriores usos de divulgación o publicación cuando aplique.

12. PROPIEDAD DE LOS PRODUCTOS

Todas las adquisiciones de materiales o insumos (tales como ortofotos, hojas cartográficas, etc.) que se hicieran con fondos de la Consultoría (si aplica), serán manejadas adecuadamente para preservar su integridad y serán entregadas al Coordinador del Proyecto junto con el informe final; dichas adquisiciones, pasarán a ser propiedad de PNUD. Su financiamiento deberá ser considerado por el Contratista Individual en su propuesta financiera, dentro del costo total de la consultoría.

13. ACUERDOS INSTITUCIONALES

El contrato será suscrito entre el Programa de las Naciones Unidas para el Desarrollo y el/ la evaluadora/a.

1. Línea de coordinación: El/la evaluador/a deberá presentar sus informes o productos a la Oficial del Programa del PNUD. Los productos e informes mencionados serán revisados y aprobados por el PNUD en dos niveles de coordinación.
2. La versión final impresa de los productos se solicitará hasta el momento en el que se haya efectuado la revisión de los productos, evitando así generar impresiones que puedan ser sujetas de cambio.
3. Es importante que el(la) evaluador(a) en caso de ser guatemalteco, identifique si al firmar un contrato con base en la oferta económica presentada, tendrá que cambiar su régimen tributario, ya que el monto de la oferta no podrá ser modificado como consecuencia de cambios en régimen tributario, una vez se firme el contrato.
4. El pago de la consultoría es un monto global, que incluye pasajes aéreos, gastos de viaje en Ciudad de Guatemala, alojamiento. El consultor será responsable de hacer los arreglos de viaje necesarios para realizar la Evaluación Final. La movilización al sitio (se contemplan 5 días) del Proyecto será cubierta por la UGP, nos los gastos de alimentación y hospedaje.
5. El Equipo de proyecto será responsable de establecer contacto con el consultor de la Evaluación Final para proporcionar todos los documentos pertinentes, establecer entrevistas con los interesados y organizar visitas al sitio del Proyecto.

14. LUGAR DE TRABAJO

Ni el PNUD ni el Proyecto ofrecen dentro de sus instalaciones un espacio físico para el/la evaluador /a. Para la asistencia a reuniones y entrevistas podrá coordinar con la UGP quien facilitará apoyo; los trabajos se realizarán principalmente en la Ciudad Capital de Guatemala, pero se contempla una visita al sitio del Proyecto donde se podrán realizar consultas, reuniones y entrevistas con los socios locales, autoridades municipales y autoridades de entidades de gobierno. La realización de algunas entrevistas será directamente en instalaciones de los socios y previa coordinación en oficinas del Proyecto.

15. PERFIL DEL CONSULTOR

El consultor no puede haber participado en la preparación, la formulación o la implementación del proyecto (incluyendo la redacción del Documento de Proyecto) y no debe haber un conflicto de intereses con las actividades relacionadas con el proyecto. Se espera que el consultor tenga las siguientes cualificaciones:

15.1. Formación académica:

1. Maestría en cambio climático, agricultura sostenible, ciencias ambientales, manejo de recursos naturales u otro campo estrechamente relacionado.

2. Profesional (Licenciatura) en ciencias agronómicas, forestales, recursos naturales o disciplina afín.

15.2. Experiencia general:

1. Mínimo tres (3) experiencias en evaluación o revisión de proyectos.

2. Mínimo tres (3) experiencia en el diseño o ejecución de proyectos relacionados con el cambio climático, agricultura sostenible o desarrollo rural.

3. Mínimo diez (10) años de experiencia de trabajo en Latinoamérica.

15.3. Experiencias específicas:

1. Mínimo dos (2) experiencias que demuestran la aplicación de metodologías de evaluación de gestión basada en resultados que incluyen la aplicación de indicadores SMART y la reconstrucción o validación de escenarios de referencia, de preferencia en áreas focales de biodiversidad, degradación de la tierra y cambio climático.

2. Mínimo tres (3) experiencias de participación relacionadas a gestión de proyectos en las temáticas de recursos naturales, gestión forestal, temas de cambio climático y degradación de la tierra en Guatemala.

3. Mínimo dos (2) experiencias específicas que demuestran que tiene conocimiento del ciclo del proyecto vertical de fondos, como el Fondo de Adaptación, el Fondo para el Medio Ambiente Mundial, Fondo Verde para el Clima, otros.

15.4. Competencias y valores corporativos:

1. Cualidades de liderazgo y trabajo en equipo.
2. Conocimiento de planificación estratégica.
3. Conocimiento y habilidad en el manejo de programas de cómputo.

4. Excelente comunicación y habilidad para redactar documentos e informes.
5. Habilidad de análisis, redacción y comunicación.
6. Habilidad para redactar publicaciones, reportes y presentaciones.
7. Habilidad para manejar y trabajar con equipos multidisciplinarios y multiculturales.
8. Fuerte motivación y habilidad para trabajar bajo presión y con límites de tiempos.
9. Experiencia en dirigir sesiones de capacitación, incluyendo capacidades para facilitar talleres, reuniones, etc.
10. Capacidad de trabajar de manera independiente o con poca supervisión.
11. Familiarización con el contexto gubernamental (deseable).
12. Excelentes habilidades en el área financiera y de manejo de presupuestos.
13. Integridad y ética.
14. Respeto por la diversidad.
15. Excelentes relaciones humanas.
16. Actitud de servicio.
17. Orientación a resultados.
18. Efectividad operacional.
19. Habilidad para trabajar bajo presión.

16. ÉTICA DE EL(LA) EVALUADOR(A)

El/la evaluador/a asumirá los más altos niveles éticos y deberá firmar un Código de Conducta (ver Anexo E) al aceptar la asignación. Las evaluaciones del PNUD se realizan de conformidad con los principios que se describen en las "Directrices éticas para evaluaciones" del Grupo de Evaluación de las Naciones Unidas (UNEG).

17. MODALIDAD DE PAGO Y ESPECIFICACIONES

El pago correspondiente consiste en una suma global puede pagarse en Dólares, de ser un consultor internacional extranjero sin residencia en Guatemala, o en Quetzales, de ser un consultor guatemalteco o un consultor internacional con residencia en Guatemala.

Una vez aceptado y validado cada producto en su versión final, habiendo incorporado todas las revisiones requeridas, se solicitará a el/la evaluador/a que presente la factura correspondiente al porcentaje de pago del producto entregado (de acuerdo al cuadro 02), la cual deberá ser

emitida en Quetzales o en Dólares –según la condición de residencia de el/la evaluador/a - a nombre de:

- Programa de las Naciones Unidas para el Desarrollo
- NIT 312583-1
- Dirección Fiscal: 5ª. Av. 5-55 Zona 14. Europlaza Torre IV Nivel 10.
- Descripción: "Pago correspondiente al producto No. _x_, según contrato No. _x_ por los servicios de consultoría para "xxx".

El tiempo mínimo aproximado para realizar el pago por medio de cheque o transferencia a cuenta bancaria, será dentro de los 15 días hábiles posteriores a la recepción de la factura.

Los pagos a el/la evaluador/a nacional se harán efectivos en Quetzales, y cuando aplique, se emitirá exención de IVA. Deberá asegurarse que la factura a presentar esté vigente. El PNUD no es agente retenedor de impuestos, por lo que el/la evaluador/a deberá proceder conforme la legislación tributaria que le aplique para el pago de Impuestos sobre la Renta (ISR) y otros impuestos que le correspondan según su inscripción en el Registro Tributario Unificado (RTU). El/la evaluador/a deberá prever si de ser adjudicado con base a su oferta económica, le implicaría cambio de su régimen tributario, ya que ni el contrato ni el monto de la oferta, serán modificados como consecuencia de dicho cambio. Si durante la ejecución contractual el/la evaluador/a modifica su régimen tributario, lo informará por escrito al Contratante y remitirá copia del RTU actualizado con dicha modificación.

El Contratante internamente adecuará el instrumento financiero para la emisión de pagos según corresponda (Pequeños Contribuyentes se paga 100% del monto contratado y para cualquier otro régimen se descontará al pago el Impuesto al Valor Agregado y se entregará una exención por el equivalente a dicho impuesto). El cuadro 4 detalla la distribución de los pagos a realizar.

Cuadro 04: Cronograma de Pagos.

PRODUCTOS	TIEMPO DE ENTREGA DEL PRODUCTO APROBADO, DESPUÉS DE FIRMA DE CONTRATO*	PORCENTAJE DE PAGO
Producto 1. Informe inicial de la Evaluación Final	15 días	10%
Producto 2. Borrador del informe final	60 días	40%
Producto 3. Informe final (en español y en inglés)	90 días	50%

* El borrador de los informes debe ser entregado para revisión y aprobación de PNUD, para considerar que la devolución de cada producto revisada por PNUD, en promedio conllevará 5 días.

18. PROCESO DE APLICACIÓN PRESENTACIÓN DE LA OFERTA

El/la evaluador/a interesado, que actualmente resida en Guatemala, debe remitir su propuesta impresa en original o digital, foliada en la esquina superior derecha, con índice de contenido en el orden solicitado, en sobre cerrado debidamente identificado dirigido a:

Proyecto
"Proyecto Paisajes Productivos Resilientes al Cambio Climático y Redes Socioeconómicas Fortalecidas en Guatemala"
UNIDAD DE ADQUISICIONES
Programa de las Naciones Unidas para el Desarrollo -PNUD-
5ª Avenida 5-55 Zona 14, Torre IV, Nivel 10; Edificio Euro Plaza World Business Center
Ciudad de Guatemala, Guatemala 01014

Propuesta Técnica y Financiera
"Evaluación Final del Proyecto Paisajes Productivos Resilientes al Cambio Climático y Redes Socioeconómicas Fortalecidas en Guatemala"

De no residir en el país, se puede enviar por correo electrónico dirigido a la oficina de adquisiciones del PNUD-Guatemala (procurement.gt@undp.org).

En ambos casos se deben incluir los siguientes documentos para demostrar sus calificaciones:

18.1. CARTA DEL OFERENTE

1. Dirigida a PNUD confirmando interés y disponibilidad (formato adjunto). Anexos:

2. Formulario P11 firmado, que incluya fechas, experiencias en actividades similares y un mínimo de tres (3) referencias profesionales.

3. *Curriculum Vitae* que identifique claramente la experiencia requerida en estos Términos de Referencia.

4. Propuesta Financiera que indique el precio fijo total de la propuesta financiera (todo incluido), y sustentado con un desglose de los costos según formato adjunto, el cual puede ser modificado según los rubros que el/la evaluador/a considere pertinente. Considerar los siguientes rubros (si aplican):

    - Honorarios.
    - Reuniones.
    - Viáticos.
    - Combustible y lubricantes para giras al mar y/o arrendamiento de lanchas (transporte acuático).
    - Combustible y lubricantes para giras de campo (transporte terrestre).

- Material impreso y suministros de oficina.
- Impuestos.

5. Términos de Referencia firmados.

18.2. PROPUESTA TÉCNICA

1. Carta explicando por qué se considera como el candidato más idóneo para desarrollar los servicios.

2. Documento que describa sustantivamente lo siguiente:

    - Evidencia de la comprensión del Proyecto a revisar y del objetivo de la evaluación final.
    - Metodología por medio de la cual enfocará y conducirá las actividades para cumplir con los servicios de la Consultoría.
    - Las actividades propuestas para el ejercicio de evaluación final.
    - Cronograma de las respectivas etapas y actividades a desarrollar, considerando la entrega y revisiones requeridas.
    - Propuesta de instrumentos a aplicar en la evaluación.

Plan de Trabajo y Cronograma que detalle las actividades mínimas especificadas en estos TdR y otras que el/la evaluador/a considere convenientes según su experiencia; fechas con base en la duración de los servicios estipulada para la Consultoría, considerando entrega, revisión y pago de los productos.

18.3. PROPUESTA FINANCIERA

El pago correspondiente consiste en una suma global incluyendo todos los gastos relacionados a la presentación de los productos requeridos, el número previsto de días de trabajo e impuestos. El/la evaluador/a deberá tener en consideración el cubrimiento total del costo necesario para la elaboración de los productos solicitados (por ejemplo: transporte terrestre, combustible y lubricantes, viáticos, contratación de servicios para talleres y alimentación, artículos de oficina, impuestos, material impreso, entre otros). El monto del contrato a firmar será fijo, independientemente del cambio en los componentes de los costos.

18.4. DOCUMENTOS ADICIONALES

1. Fotocopia de Documento Personal de Identidad -DPI- (si es nacional) o pasaporte (si es extranjero).

2. Fotocopia de Inscripción/Modificación en el Registro Tributario Unificado -RTU- (solo para guatemaltecos o residentes registrados ante la SAT en Guatemala).

3. Fotocopia(s) de credenciales académicas: Constancia(s) de cursos universitarios aprobados, Título(s) Universitario(s) y/o Diplomas por cursos de especialización.

4. Fotocopia de por lo menos tres (3) cartas de referencias laborales/contratos/finiquitos por actividades similares a las requeridas en estos Términos de Referencia.

19. CRITERIOS PARA LA SELECCIÓN DE LA MEJOR OFERTA

Solamente se evaluarán las solicitudes completas y que cumplan con los requerimientos descritos en estos TdR. La evaluación de la propuesta se hará por medio del método de puntuación combinada, en donde las calificaciones se ponderarán con un máximo de 70%, combinándose con la propuesta financiera, la que se ponderará con un máximo de 30%. Se adjudicará al puntaje combinado más alto. Si el candidato no cumple con los requisitos OBLIGATORIOS, no se continuará la evaluación. El cuadro 5 describe los criterios para la selección de el/la evaluador/a.

Cuadro 05. Criterios de selección.

CRITERIOS		TIEMPO / NÚMERO	PUNTUACIONES		
			ESPECIFICA	SUBTOTAL	TOTAL
Formación académica	Profesional (Licenciatura) en ciencias agronómicas, forestales, recursos naturales, sociales o disciplina afín.	Título de Licenciatura	**Obligatorio**		**10**
	Maestría en cambio climático, agricultura sostenible, ciencias ambientales, manejo de recursos naturales u otro campo estrechamente relacionado.	Título de Maestría	10	10	
Experiencia general	Mínimo tres (3) experiencias en evaluación o revisión de proyectos.	5 o más experiencias	10	10	**25**
		4 experiencias	8		
		3 experiencias	6		
		1 o 2 experiencias	0		
	Mínimo tres (3) experiencia en el diseño o ejecución de proyectos relacionados con el cambio climático, agricultura sostenible o desarrollo rural.	5 o más experiencias	10	10	
		4 experiencias	8		
		3 experiencias	6		
		1 o 2 experiencias	0		
	Mínimo diez (10) años de experiencia de trabajo en Latinoamérica.	Más de 14 años	5	5	
		11-14 años	4		
		10 años	3		
		Menos de 10 años	0		
Experiencia especifica	Mínimo dos (2) experiencias que demuestran la aplicación de metodologías de evaluación de gestión basada en resultados que incluyen la aplicación de indicadores SMART y la reconstrucción o validación de escenarios de referencia, de preferencia en áreas focales de biodiversidad, degradación de la tierra y cambio climático	4 o más experiencias	10	10	**25**
		3 experiencias	8		
		2 experiencias	6		
		1 experiencia	0		
	Mínimo tres (3) experiencias de participación relacionadas a gestión de	5 o más experiencias	10	10	
		4 experiencias	8		

	proyectos en las temáticas de recursos naturales, gestión forestal, temas de cambio climático y degradación de la tierra en Guatemala	3 experiencias	6		
		1 o 2 experiencias	0		
	Mínimo dos (2) experiencias específicas que demuestran que tiene conocimiento del ciclo del proyecto vertical de fondos, como el Fondo de Adaptación, el Fondo para el Medio Ambiente Mundial, Fondo Verde para el Clima, otros.	5 o más experiencias	5	5	
		4 experiencias	4		
		3 experiencias	3		
		1 o 2 experiencias	0		
Propuesta metodológica técnica	**¿La metodología evidencia compresión del objetivo y el alcance de la evaluación del Proyecto?**	**Sobresaliente**	**6**	**6**	30
		Cumple	4		
		No cumple	0		
	¿Se ha comprendido la temática y los componentes del Proyecto?	Sobresaliente	6	6	
		Cumple	4		
		No cumple	0		
	¿La metodología propuesta para realizar la evaluación es adecuada y responde a lo requerido en los TdR?	Sobresaliente	6	6	
		Cumple	4		
		No cumple	0		
	¿La propuesta describe los principales instrumentos y métodos a implementar?	Sobresaliente	6	6	
		Cumple	4		
		No cumple	0		
	¿La metodología propuesta evidencia compresión y una adecuada aplicación de los criterios de rendimiento y sus calificaciones	Sobresaliente	6	6	
		Cumple	4		
		No cumple	0		
Plan y cronograma de trabajo	Incluye un Plan y cronograma de trabajo descriptivo ajustado a la realidad del Proyecto, teniendo en cuenta las actividades a realizar de manera integrada y coherente.	Si=10	10	10	**10**
	Incluye un plan y cronograma de trabajo con débil descripción de las actividades, no presenta las actividades de manera integrada ni coherente.	Si=5	5		
	Sólo incluye el plan o solo incluye el cronograma.	Si=2	2		
		No=0	0		
Subtotal		**Subtotal para la evaluación del currículo y la propuesta técnica**			**100 = 70%**
Propuesta financiera		**(Propuesta más baja/propuesta evaluada)*30%**			**30%**
			Resultados totales de la propuesta		**100%**

2. Matriz de evaluación

Preguntas de evaluación

Las preguntas, indicadores, fuentes y metodología son sugeridas. Se espera que el/la evaluador/a mejore lo aquí expuesto.

CRITERIOS DE EVALUACIÓN	PREGUNTAS	INDICADORES	FUENTES	METODOLOGÍA
Relevancia: ¿Cómo se relaciona el Proyecto con los objetivos de adaptación del AF, con las prioridades ambientales y de desarrollo en el ámbito local, regional y nacional?				
¿Es relevante el proyecto para los objetivos del área focal de adaptación al cambio climático y para las prioridades estratégicas del AF?	¿Cómo respalda el proyecto al área de interés sobre adaptación del AF y las prioridades estratégicas?	Existencia de una clara relación entre los objetivos del proyecto y el área focal de adaptación del AF.	Documentos del proyecto.	Análisis de documentos. Sitio Web del AF Sitio Web del Proyecto Entrevistas con personal del PNUD y del proyecto.
¿Es relevante el proyecto para el ambiente, metas de adaptación y los objetivos de desarrollo sostenible de Guatemala? ¿El proyecto ha tomado en consideración las realidades (culturales, socio-económicos etc.) de la zona de intervención tanto en su diseño como implementación ?	¿Cómo el proyecto apoya las prioridades ambientales y de desarrollo a nivel nacional? ¿Cuál ha sido el nivel de participación de los interesados en el diseño del proyecto? ¿El proyecto toma en consideración las realidades nacionales (marco de políticas e institucional) tanto en su diseño como en su implementación? ¿Cuál ha sido el nivel de participación de los interesados en la implementación del proyecto?	Existencia de una clara relación entre los objetivos del proyecto y el objetivo de manejo sostenible del medio ambiente de las respectivas políticas y estrategias nacionales. Apreciación de interesados clave con respecto al nivel de adecuación del diseño e implementación del proyecto a las realidades nacionales y capacidades existentes. Coherencia entre las necesidades expresadas por los interesados nacionales y el criterio AF-PNUD. Nivel de involucramiento de funcionarios gubernamentales y otros socios en el proceso de diseño del proyecto.	Política Nacional de Desarrollo Rural Integral (Segeplán, 2009 Plan Nacional de Adaptación y Mitigación (Segeplán, 2016) Ley PROBOSQUE (Decreto 2-2015) Política y Estrategia Nacional de Diversidad Biológica (CONAP, 2013). Plan Nacional de Desarrollo (Segeplán, K´atun 2023). Documentos del Proyecto.	Análisis de documentos. Entrevistas con personal del PNUD y del proyecto. Entrevistas con Socios clave del proyecto.
¿El proyecto es internamente coherente en su diseño?	¿Existen vínculos lógicos entre resultados esperados del proyecto y el diseño del proyecto (en términos componentes del proyecto, elección de socios, estructura, mecanismos de implementación, alcance, presupuesto, uso de recursos, etc.)? ¿Es la duración del proyecto suficiente para alcanzar los resultados propuestos? ¿Las áreas de intervención	Nivel de coherencia entre los resultados esperados y el diseño de la lógica interna del proyecto. Nivel de coherencia entre el diseño del proyecto y su enfoque de implementación. Nivel de coherencia entre las áreas de intervención y los resultados esperados.	Documentos del proyecto.	Análisis de documentos. Entrevistas con personal del PNUD y del proyecto. Entrevistas con Socios clave del proyecto.

	del proyecto presentan las características necesarias para alcanzar los resultados propuestos?			
¿El Proyecto proporciona lecciones y experiencias relevantes para otros proyectos similares en el futuro?	¿La experiencia del proyecto ha brindado la posibilidad de obtener lecciones relevantes para otros proyectos futuros destinados a objetivos similares?		Datos recolectados en toda la evaluación	Análisis de datos
Efectividad: ¿En qué medida se han logrado los resultados y objetivos previstos del proyecto?				
¿Ha sido el proyecto efectivo en alcanzar los resultados esperados?	¿Se alcanzaron los resultados previstos?	Indicadores en el marco de resultados estratégicos/marco lógico del proyecto.	Documentos del proyecto. Reportes de avance trimestral y anual.	Análisis de documentos. Entrevistas con personal del PNUD y del proyecto. Entrevistas con Socios clave del proyecto.
¿Cómo se manejaron los riesgos y supuestos del proyecto?	¿En qué medida se gestionaron adecuadamente los riesgos? ¿Cuál ha sido la calidad de las estrategias de mitigación desarrolladas? ¿Existen estrategias claras para la mitigación del riesgo relacionadas con la sostenibilidad a largo plazo del proyecto?	Integridad de la identificación de riesgos y supuestos durante la planeación y el diseño del proyecto. Calidad de los sistemas de información establecidos para identificar riesgos emergentes y otras cuestiones. Calidad de las estrategias de mitigación del riesgo que se desarrollaron.	Documentos del proyecto. Reportes de avance trimestral y anual. Equipo del proyecto, PNUD e interesados clave.	Análisis de documentos. Entrevistas con personal del PNUD y del proyecto. Entrevistas con Socios clave del proyecto.
Eficiencia: ¿El proyecto se implementó de manera eficiente en conformidad con las normas y los estándares internacionales y nacionales?				

¿El proyecto estuvo respaldado de manera suficiente?	¿Se utilizó o necesitó el manejo adaptativo para asegurar un uso eficiente de los recursos? ¿Han sido utilizados como herramientas de gestión durante la implementación del proyecto el marco lógico, los planes de trabajo o cualquier cambio realizado a estos? ¿Han sido los sistemas financieros y contables adecuados para la gestión del proyecto y para producir información financiera precisa y a tiempo? ¿Han sido los reportes de progresos adecuados? ¿Responden a los requerimientos de reporte? ¿Ha sido la ejecución del proyecto tan efectiva como fue propuesta originalmente (planeado vs. real)? ¿El cofinanciamiento ha sido según lo planeado? ¿Los recursos financieros han sido usados eficientemente? ¿Cómo ha sido usado el enfoque de gestión basada en resultados durante la implementación del proyecto?	Disponibilidad y calidad de los reportes financieros y de progreso. Puntualidad y adecuación de los reportes entregados. Cofinanciamiento planeado vs real. Cuán adecuadas han sido las opciones seleccionadas por el proyecto en función del contexto, la infraestructura y el costo. Costo asociado al mecanismo de delivery y estructura de gestión, en comparación con otras alternativas.	Documentos del proyecto.	Análisis de documentos. Entrevistas con personal del PNUD y del proyecto.
Sostenibilidad: ¿En qué medida hay riesgos financieros, institucionales, socioeconómicos o ambientales para sostener los resultados del proyecto a largo plazo?				
¿Las cuestiones de sostenibilidad se encuentran adecuadamente integradas en el diseño del proyecto?	¿Han sido integradas estrategias de sostenibilidad en el diseño del proyecto?	Evidencia/ calidad de la estrategia de sostenibilidad.	Documentos del proyecto.	Análisis de documentos.
¿Han sido integradas estrategias de sostenibilidad en la implementación del proyecto?		Evidencia/ calidad de las acciones llevadas a cabo para asegurar la sostenibilidad. Evidencia de compromiso de socios internacionales, gobiernos y otros interesados para apoyar financieramente sectores/actividades relevantes luego de la finalización del proyecto.	Equipo del proyecto, PNUD e interesados clave.	Análisis de documentos. Entrevistas.
Sostenibilidad financiera	¿Han sido integradas estrategias de sostenibilidad financiera? ¿Son sostenibles los costos recurrentes luego de la finalización del proyecto?	Nivel y fuente de respaldo financiero futuro que debe proporcionarse a actividades y sectores relevantes luego de la finalización del proyecto. Compromisos de socios internacionales, gobierno u otros interesados en respaldar financieramente.	Documentos de respaldo de acuerdos. Socios e interesados clave del proyecto.	Entrevistas
Sostenibilidad	¿Existe evidencia de que los	Grado en que las actividades	Equipo del	Análisis de documentos.

institucional y gubernamental	socios y beneficiarios del proyecto darán continuidad a las actividades más allá de la finalización del proyecto? ¿Cuál es el grado de compromiso político para continuar trabajando sobre los resultados del proyecto? ¿Es adecuada la capacidad existente a nivel nacional y local para garantizar la sostenibilidad de los resultados alcanzados?	del proyecto y los resultados han sido asumidos por las contrapartes y beneficiarios.	proyecto, PNUD e interesados clave.	Entrevistas
Sostenibilidad ambiental	¿Existen riesgos para los beneficios ambientales que fueron ocasionados que se espera que ocurran? ¿Existen amenazas ambientales que el proyecto no haya abordado?	Pruebas de las posibles amenazas. Evaluación de las amenazas	Documentos y evaluaciones del proyecto Evaluaciones de amenazas Equipo del proyecto, PNUD e interesados clave.	Análisis de documentos Entrevistas
Desafíos a la sostenibilidad del proyecto	¿Cuáles son los principales desafíos que pueden dificultar la sostenibilidad de los esfuerzos? ¿Se han abordado durante la gestión del proyecto? ¿Qué potenciales medidas podrían contribuir a la sostenibilidad de los esfuerzos logrados por el proyecto?	Cambios que podrían significar desafíos al proyecto.	Equipo del proyecto, PNUD e interesados clave.	Análisis de documentos. Entrevistas.
Impacto: ¿Hay indicios de que el proyecto haya contribuido a reducir el estrés ambiental o a mejorar el estado ecológico, o que haya permitido avanzar hacia esos resultados?				
¿Se prevé que el proyecto alcance su objetivo de fortalecer los procesos de adaptación para asegurar el flujo de servicios ecosistémicos múltiples a la vez que se asegura la resiliencia al cambio climático?		Cambios en los marcos regulatorios e institucionales, integrando los principios de manejo sostenible del bosque (SFM) y manejo sostenible de tierras (SLM), y las capacidades fortalecidas para la gestión integrada del suelo, agua y bosque. Reducción de la degradación del suelo, se mejoran las reservas de carbono y se fortalece la conservación de la biodiversidad en la cuenca del Río Nahualate de Guatemala a través de prácticas de adaptación al cambio climático. Cambio en las capacidades técnicas del personal del MARN, MAGA, CONAP, SEGEPLAN, Municipalidades, comunidades locales y otros socios.	Documentos del Proyecto. Equipo del proyecto, PNUD e interesados clave.	Análisis de documentos. Entrevistas.

3. Cuestionario de recolección de información

Preguntas: Actores institucionales a nivel nacional

1. Acciones estratégicas a nivel de País realizadas por la intervención del Proyecto.
2. Contribución del Proyecto con la implementación del Plan Nacional de Cambio Climático
3. Contribución en el análisis de inversión pública institucional en cambio climático.
4. Establecimiento de alianzas público-privadas como estrategia para adaptación y mitigación.
5. Relevancia y pertinencia con las políticas País.
6. Aportes País para la sostenibilidad de las acciones

Preguntas: Actores Institucionales en terreno

1.- ¿Cuál es su participación y la de su institución en el desarrollo de las actividades del proyecto?

2.- ¿Conoce los resultados actuales de implementación? ¿Cuáles son los resultados más evidentes hasta el momento, los puede enumerar?

3.- ¿Cómo califica el proceso de implementación y los resultados obtenidos hasta la fecha? ¿Cuáles son los resultados más importantes de 1 a 10 cómo calificaría el proceso de participación y los resultados obtenidos?

4.- ¿Los objetivos y resultados del proyecto o sus componentes son claros, prácticos y factibles de realizar durante el tiempo estipulado para su ejecución?

5.-En su opinión, ¿el proyecto está ayudando a fortalecer las capacidades y el rol institucional de frente a otros actores del gobierno (impacto político)? ¿En qué medida? ¿Puede dar un ejemplo?

6.- ¿Cómo percibe la sostenibilidad del proceso y de los resultados? ¿Se han hecho análisis discusiones entre actores relevantes para acceder a nuevos mecanismos de financiamiento para la adaptación en el País?

7.- ¿Cómo ve a futuro el rol de su institución en la implementación/seguimiento del Proyecto? ¿Considera que existen oportunidades para la vinculación a otras iniciativas del Estado, en particular en la institución que usted presenta?

8.-Según usted, ¿cuáles son las lecciones aprendidas del proceso y de los resultados obtenidos más importantes a ser rescatadas? ¿Cuáles han sido las fortalezas y debilidades más importantes del proyecto?

9.-Relevancia: ¿Cómo se relaciona el proyecto con los objetivos principales del área de interés prioridades nacionales de País? ¿Con las prioridades ambientales y de desarrollo a nivel local, regional?
¿En su opinión en qué medida el proyecto es relevante? ¿Podría dar un ejemplo?

10.- ¿Diseminación de resultados? ¿Se documenta y comparte las lecciones derivadas del proceso de gestión adaptativa con los socios clave? ¿En qué grado están siendo internalizadas por éstos? Cómo se documentan éstas y se informan ¿cuáles son los mecanismos utilizados? ¿Lleva a cabo el proyecto campañas de comunicación y sensibilización pública adecuadas?

11.- ¿Ha sido eficaz la participación de las entidades que integran el Comité Directivo o Junta del Proyecto? en toma de decisiones acerca del proyecto, ¿en el seguimiento al proyecto?

12.- ¿Alianzas estratégicas/establecimiento de redes?

- Enumere los socios y su papel en el éxito del proyecto / iniciativa, ¿cómo han ayudado a conseguir los objetivos del proyecto?
- Lecciones sobre las contribuciones de algunos de los miembros (por ejemplo, universidades)

13.- Los resultados del proyecto ¿han contribuido en la planificación, implantación o revisión de los Programas Nacionales de Adaptación? ¿Cómo?

14.- El proyecto por su naturaleza ¿contribuye con acciones de mitigación al cambio climático, que otros recursos se han captado para acciones similares?

15.- ¿En su opinión se ha mejorado a partir de la intervención del Proyecto la gobernanza en las Comunidades?

16.- ¿En su opinión la participación de los líderes se ha fortalecido con la iniciativa del proyecto? (Para el evaluador: tomar en cuenta aspectos de democracia participativa, género, interculturalidad, grupos etarios y otros)

[1] Las preguntas según las entrevistas se adecuan al público meta.

CUESTIONARIO 2: Líderes y organizaciones vinculadas al Proyecto:

El cuestionario se plantea sobre la base de preguntas orientadoras con los criterios establecidos y las acciones que se han puesto en marcha según los informes de avance y que se establecen en el marco de resultados del PRODOC. Algunas de estas acciones consisten, por ejemplo, en el aprovechamiento sostenible de los recursos naturales por parte de la población, la actividad de apicultura, cacao uso de especies nativas en algunas comunidades, la restauración de bosques, recursos no maderables, el fomento de obras de conservación de suelos, manejo de nutrientes, implementación de inversiones en actividades agrícolas, innovaciones, agroforestería con criterios sostenibles, y en particular las inversiones como meta final del proyecto.

Además de la aplicación de técnicas participativas de evaluación con la población y grupos locales, también se espera aplicar con el personal técnico de gestión del proyecto en las regiones.

3.3.- CUESTIONARIO:

1.- ¿Cuál es la participación de su organización como Ejecutores de Microcapital en el desarrollo de las actividades del Proyecto? como coejecutor de actividades, ¿cómo administrador o ambos?

2.- ¿Cuáles son sus compromisos según su participación?

3. ¿Cuáles son sus obligaciones como con la administración del microcapital?

4. ¿Cuál es la experiencia y beneficios adquirida hasta ahora?

5.- ¿A la fecha ¿¿Cuáles son los resultados más importantes del proyecto? de 1 a 10 cómo calificaría los resultados obtenidos?

6._ ¿Los objetivos y resultados del proyecto o sus componentes son "útiles" para la gestión de la para las comunidades y posibles de realizar durante el tiempo planificado para su ejecución?

8.-En su opinión ¿el proyecto está ayudando a fortalecer las capacidades y el rol de las comunidades? ¿E n qué medida? ¿Puede dar un ejemplo?

9.- ¿Los resultados del proyecto son sostenibles a nivel político y de implementación?

10.- ¿Cómo se hace la rendición de cuentas a los diferentes actores vinculados al proyecto?

11.-Según usted, como representante de la organización/participante ¿cuáles son las lecciones aprendidas del proceso y de los resultados obtenidos más importantes a ser rescatadas? ¿Cuáles han sido las fortalezas y debilidades más importantes del proyecto?

12.-Diseminación de resultados ¿Se comparte las lecciones derivadas del proceso de gestión? ¿Conoce algún material con esta información? ¿Lleva a cabo el proyecto actividades de comunicación y sensibilización pública?

13.- ¿Considera que para el tiempo que queda por finalizar el proyecto, haría falta extender el plazo del mismo para el logro de los resultados?

14.- ¿El proyecto por su naturaleza ¿Contribuye con acciones de mitigación al cambio climático?

15.- ¿En su opinión se ha mejorado a partir de la intervención del Proyecto la gobernanza en las Comunidades?

Otras de nivel de asistencia técnica en comunidades

1.- ¿Cómo ha sido la participación de la comunidad en el proyecto? (como proponentes, ejecutores y/o beneficiarios). En caso afirmativo

- Si
- No

2.- ¿Cómo participaron?

- Reuniones
- Talleres de Capacitación
- Talleres informativos
- Otros

3.- ¿Qué efectos del cambio climático ve en sus actividades diarias? ¿Qué cambios en su vida están trayendo los cambios en el clima? ¿Podría darnos un ejemplo?

4. ¿En qué tipo de actividades ha participado en el proyecto?

- Apicultura
- Actividades para la conservación de suelos
- Cultivo de cacao-
- Agroforestería
- Artesanía
- Seguridad alimentaria
- Hoja de mashan
- Recuperación de cultivos tradicionales y plantas
- Viveros de árboles y agroforestería
- Cosecha de agua
- Otras:

  _____
  _____
  _____

7.- ¿Considera que las microfinanzas que se llevan a cabo con el proyecto ayudaran a al bienestar de las familias de la Comunidad?

- Si
- No

¿Qué ejemplos nos podría brindar?

8- ¿El Proyecto, brinda información a la Comunidad? ¿Sobre qué temas? ¿Lleva a cabo el proyecto acciones de comunicación y sensibilización pública? ¿Y en qué temas? ¿Qué se busca con esta información?

- Si
- No

¿Cómo se hace llegar la información? ¿Por qué medios?
Brinde ejemplos

- Radiales
- Perifoneo
- Boletín
- Materiales de capacitación
- Otros

9.- ¿En qué idioma se brinda la información?

10.- ¿Qué capacitaciones han recibido por parte del proyecto? ¿Quiénes las han recibido (mujeres, hombres, jóvenes, adultos y ancianos)?

11.- ¿En su opinión los fondos que se dan para actividades cómo han funcionado? ¿Qué resultados hay, son positivos o negativos?, ¿qué dificultades? De ejemplos en cada caso.

12.- ¿En qué consiste la asistencia técnica, acompañamiento del proyecto, es útil para ustedes?

13- ¿En su opinión como se han utilizado los recursos del proyecto?

Sostenibilidad

1.- ¿En su opinión, los resultados de este Proyecto, se mantendrán en el tiempo? ¿Las familias continuarán desarrollando las actividades iniciadas con el Proyecto?

2.- En caso de ser afirmativo, ¿de qué depende que los resultados se mantengan en el tiempo, que las familias continúen desarrollando lo iniciado con el proyecto? por ejemplo:

- ¿Capacitación, brindar información, mejora de las capacidades, participación de la comunidad, la sensibilización?
- ¿Qué considera como aliadas del Proyecto, para que los resultados se mantengan en el tiempo? Ministerio de Ambiente, MAGA, Universidades, Empresa Privada, PNUD, otros.

3.- ¿Qué se necesita para ayudar a que los resultados se mantengan en el tiempo con más seguridad, y que las familias continúen realizando las actividades iniciadas con el Proyecto? ¿Por parte de otras instituciones, por parte de la Comunidad?

4.- ¿Qué podrían hacer otras comunidades para tener un Proyecto con buenos resultados y sostenible?

- ¿Fortalecimiento de los recursos humanos de la organización?
- ¿Incorporar microcrédito o capital semilla?
- ¿Incorporar tecnología?

- Capacitación permanente
- Otros

5**.-** ¿Cuáles son hasta hoy los principales éxitos de este proyecto**?**

6.- ¿Lecciones aprendidas? ¿Qué experiencias positivas o negativas se pueden tener en cuenta, para repetirlas o para evitar que se repitan?

7.- ¿Qué aspectos nuevos tiene el Proyecto, en relación a otras actividades implementadas en la comunidad? ¿Qué actividades se pueden mejorar?, ¿cómo?

8.- ¿Una vez concluido el proyecto en su opinión la Comunidad cómo se daría seguimiento?

4. Lista de documentos revisados

1. Documento de Proyecto
2. Evaluación Social y Ambiental del PNUD
3. Informe inicial del Proyecto
4. Todos los Informes de Desempeño del Proyecto (PPR, por sus siglas en inglés)
5. Informes trimestrales de avance y planes de trabajo de los diversos equipos de tareas de implementación
6. Informes de auditoría
7. Informe de la Revisión de Medio Término
8. Management Response.
9. Herramientas de seguimiento del AF finalizadas: "Rastreador de resultados" (Result Tracker)
10. Informes de la misión de supervisión
11. Todos los informes de seguimiento elaborados por el proyecto
12. Lineamientos financieros y administrativos utilizados por el Equipo del proyecto
13. Directrices, manuales y sistemas operativos del proyecto
14. Documento del programa de país o países miembro del PNUD
15. Minutas de las Reuniones del Directorio de "Paisajes Productivos Resilientes al Cambio Climático y Redes Socioeconómicas Fortalecidas en Guatemala" (PIMS 4386) y otras reuniones (p. ej. reuniones del Comité de Evaluación del Proyectos)
16. Mapas de ubicación del sitio del proyecto
17. Informes específicos de actividades llevadas a cabo por el Proyecto, según sean requeridos.
18. Informes de diferentes consultorías
19. Propuestos de proyectos locales (PCL)

5. Itinerario de Misión

Contrato Individual (CI) -- 75911-1836/18 "Evaluación Final del Proyecto Paisajes Productivos Resilientes al Cambio Climático y Redes Socioeconómicas Fortalecidas en Guatemala"

1. Reuniones y revisión de gabinete

FECHA	HORA	ACTIVIDAD	LUGAR
Lunes 17/sep.	08:30-09:30	Reunión con equipo de PNUD	PNUD-Ciudad de Guatemala
	10:00-17:00	Reunión Coordinador de proyecto/equipo de proyecto	MARN-Ciudad de Guatemala
Martes 18/sep.	07:00-13:30	Revisión documental/ajustes al trabajo de campo.	MARN-Ciudad de Guatemala

2. Visita en terreno: organizaciones socios de gobierno, municipalidades, organizaciones y comunidades

FECHA	HORA	ACTIVIDAD	LUGAR
Martes 18/sep.	13:30 17:30	Inicio viaje a terreno	Traslado de Ciudad de Guatemala a Panajachel, Sololá
	17:30-19:00	Reunión grupal con representantes de instituciones de gobierno socias	Hotel Jardines del Lago, Panajachel
Miércoles 19/sep.	07:00-17:00	✓ Entrevistas con autoridades municipales, ✓ Entrevistas a personal técnico ✓ Entrevistas a organizaciones comunitarias ✓ Entrevistas a agencias ejecutoras ✓ Parcelas demostrativas ✓ Áreas de producción ✓ Visita a actividades de microcrédito funcionando ✓ Estaciones meteorológicas	**07:00 a 10:00** **VIVAMOS MEJOR: PCL 12, Municipio de Santiago Atitlán (Parque Regional Rey Tepepul)** a. Manejo del fuego Rondas Corta Fuegos **10:00 a 12:00** **APICOLA ATITLAN: PCL 30, Municipio de Santa Clara la Laguna.** a. Centro de Acopio Miel b. Mini-centro de acopio de miel c. Apiarios d. Sistemas agroforestales **13:00 a 14:00**

			VIVAMOS MEJOR: PCL 12, Municipio de Santa Clara La Laguna a. Reunión junta coordinadora microcuenca Río Yatzá **14:00 a 17:00** **CDRO: PCL 10 Municipio de Santa Clara La Laguna.** a. Cosechadores de agua (aljibes) b. Silos metálicos c. Aves de engorde
Jueves 20/sep.	07:030-17:00	✓ Entrevistas con autoridades municipales, ✓ Entrevistas a personal técnico ✓ Entrevistas a organizaciones comunitarias ✓ Entrevistas a agencias ejecutoras ✓ Parcelas demostrativas ✓ Áreas de producción ✓ Visita a actividades de microcrédito funcionando ✓ Estaciones meteorológicas	**07:30 a 08:30** **Entrevista con autoridad municipal** Municipalidad de Santa Lucia Utatlán Equipo técnico de la UGAM (viveros forestales) **08:30 a 09:30** **CDRO: PCL 09 Municipio de Santa Lucia Utatlán** a. Conservación de suelos b. Prácticas ancestrales c. Aboneras de trincheras **09:30 a 10:40** **GUADALUPANA: PCL 32 Municipio de Santa Lucia Utatlán** a. Macrotúneles (con hortalizas y flores) b. Reciclaje de aguas grises c. Conservación de Suelo d. Granjas familiares **11:30 a 12:30** **Asociación FE y AMOR: PCL 19 Municipio de Nahualá (Paximbal)** a. Centro de acopio b. Buenas prácticas de manufactura c. Buenas prácticas agrícolas d. Presentación de Certificación Local GAP **13:30 a 14:30** **AGEMA: PCL 5 Aldea Chiquix, Municipio de Nahualá.** a. conservación de suelos b. Banco de semillas. c. Comité de resiliencia d. Sistema de riego

			14:30 a 15:30 **VIVAMOS MEJOR: PCL 17 Aldea Chiquix, Municipio de Nahualá.** a. Tanques de almacenamiento de agua b. Organización comunitaria para el abastecimiento de agua **15:30 a 17:00** **ALANEL : PCL 7 y PCL 8 Municipio de Nahualá** a. Sistemas pecuarios (ovejas, conejos y aves) b. Prácticas ancestrales y huertos familiares
Viernes 21/sep.	08:00-16:00	✓ Entrevistas con autoridades municipales, ✓ Entrevistas a personal técnico ✓ Entrevistas a organizaciones comunitarias ✓ Entrevistas a agencias ejecutoras ✓ Parcelas demostrativas ✓ Áreas de producción ✓ Visita a actividades de microcrédito funcionando ✓ Estaciones meteorológicas	**08:00 a 09:00** **El Buen Sembrador: PCL 23 Municipio de Santa Catarina Ixtahuacán. Arveja Dulce.** a. 2 Centros de Acopio b. Conservación de suelos c. Organización comunitaria d. Manejo de fuentes de agua **09:00 a 10:20** **Asociación FE y AMOR: PCL 19 Municipio de Nahualá (Pacaman)** a. Centro de acopio b. Buenas prácticas de manufactura c. Buenas prácticas agrícolas d. Presentación de Certificación Local GAP e. Sistemas de miniriego f. Estaciones meteorológicas **10:30 a 12:30** **Asociación Amigos del Río Ixtacapa ADRI. PCL 04 Municipio de Nahualá (Tzamjuyup)** a. Vivero Forestal b. Reforestación c. Estación Meteorológica **14:00 a 14:30** **Oficina Regional del Proyecto PPRCC,** **14:30 a 16:00** **AGEMA: PCL 29 Municipio de Santa Catarina Ixtahuacán** a. Granja avícola grupal

			b. Sistema Milpa c. Conservación de Suelo
Sábado 22/sep.	08:00-17:00	✓ Entrevistas con autoridades municipales, ✓ Entrevistas a personal técnico ✓ Entrevistas a organizaciones comunitarias ✓ Entrevistas a agencias ejecutoras ✓ Parcelas demostrativas ✓ Áreas de producción ✓ Visita a actividades de microcrédito funcionando ✓ Estaciones meteorológicas	**08:40 a 09:40** **Cooperativa Integral Bella Linda, R.L.: PCL 01 municipio de Chicacao** a. Apiarios b. Viveros c. Reforestación **11:00 a 12:50** **Cooperativa Agrícola Integral Tuneca R.L.: PCL 03 Municipios de San Antonio Suchitepéquez y Chicacao** a. Centro de Acopio b. Visita a Chocolateras artesanales **13:20 a 14:20** **Cooperativa Agrícola Cafetalera y de Servicios Varios Nahualá R.L.: PCL 02, Municipio de Santo Tomás La Unión y Nahualá (Boca Costa)** a. Cultivo de hoja de maxán b. Conservación de suelo c. Producción de abono Orgánico **15:20 a 16:20** **Asociación Red de Apicultores para el Desarrollo Sostenible de Sur-Occidente ARAPIS: PCL 24, Municipios de San Antonio Suchitepéquez, Chicacao, Nahualá (boca costa)** a. Centro de Acopio b. Visita apiario modelo
Domingo 23/sep.	08:00-17:00	✓ Entrevistas con autoridades municipales, ✓ Entrevistas a personal técnico ✓ Entrevistas a organizaciones comunitarias ✓ Entrevistas a agencias ejecutoras ✓ Parcelas demostrativas ✓ Áreas de producción ✓ Visita a actividades de microcrédito funcionando ✓ Estaciones meteorológicas	**08:30 a 09:30** **Cooperativa Integral Agrícola Ixb´alam: PCL 32 Municipio de Santa Catarina Ixtahuacán** a. Estación Meteorológica b. Granja Avícola c. Microcréditos **10:00 a 11:30** **ALANEL: PCL 07 Y 08 Municipio de Santa Catarina Ixtahuacán** a. Granja avícola gallinas ponedoras b. Sistemas agroforestales frutales deciduos

			11:30 a 12:15 **Asociación Flor de América: PCL 22 Municipio de Santa Catarina Ixtahuacán. Arveja Dulce** a. Centro de Acopio b. Conservación de suelos c. Organización comunitaria d. Manejo de fuetes de agua **12:45 a 13:45** **Asociación ADIAP PCL 21 Municipio de Santa Catarina Ixtahuacán. Arveja Dulce** a. Centro de Acopio b. Conservación de suelos c. Organización comunitaria d. Manejo de fuetes de agua

Personas entrevistadas en terreno

NOMBRE	ORGANIZACIÓN	MUNICIPIO/LOCALIDAD
Johnny Toledo	Unidad de Gestión	Ciudad de Guatemala
Luz Cuque	Unidad de Gestión	Ciudad de Guatemala
Susana Marín	Unidad de Gestión	Ciudad de Guatemala
Faustino Barrera	Unidad de Gestión	Ciudad de Guatemala
Mynor Tacaxoy Barrera	Municipalidad de Chicacao	Chicacao, Suchitepéquez
Sheila Estrada	Emprendedora	Chicacao
Rosa Ramírez	Emprendedora	Chicacao
Carlos Gómez	Cooperativa Nahualá	Pasac, Nahualá, Sololá
Manuel Guardiaj	Cooperativa Nahualá	Pasac, Nahualá, Sololá
Francisco Guardiaj	Cooperativa Nahualá	Pasac, Nahualá, Sololá
Martin Chox	Cooperativa Nahualá	Pasac, Nahualá, Sololá
Diego Chox	Cooperativa Nahualá	Pasac, Nahualá, Sololá
Pascuala Ixinatá	Cooperativa Nahualá	Pasac, Nahualá, Sololá
Esvin Estrada	ARAPIS	San Antonio Suchitepéquez
Juan Canil Tzoy	Cooperativa Bella Linda	San Antonio Suchitepéquez
Mario A. Soc.	ARAPIS	San Antonio Suchitepéquez
Manuel Salquill Pol	Cooperativa Bella Linda	San Antonio Suchitepéquez
Arnulfo Chiyal	Cooperativa Bella Linda	San Antonio Suchitepéquez
Arnoldo Chox	Municipalidad	Santa Lucía Utatlán
Otoniel Cux	Municipalidad	Santa Lucía Utatlán
Pedro Charar	Municipalidad	Santa Lucía Utatlán
Miguel Rodríguez	ALANEL	Santa Catarina
Isabel Catinac	ALANEL	Santa Catarina

Ana García	ALANEL	Santa Catarina
Diega de la Cruz	ALANEL	Santa Catarina
Andreína de la Cruz	ALANEL	Santa Catarina
Juana María Tambriz	ALANEL	Santa Catarina
Carlos Flores	Vivamos Mejor	Chiquix
Manuel Atzalam Tambriz	COCODE	Chiquix
Martha Acabal	DIDEDUC	Panajachel
Milton Gutiérrez	SEGEPLAN	Panajachel
Henry Pérez	MARN	Panajachel
Samuel Can	MAGA	Panajachel
Marta Calderón	SESAN	Panajachel
Salomón Can	INAB	Panajachel
Feliciano Puac	Apícola Atitlán	Santa Clara
Martín Otoniel	Apícola Atitlán	Santa Clara
Sebastián Vásquez	Asociación Cedro	Santa Clara
Wendy Hernández	PCC Altiplano	Santa Clara
Thelma Gutiérrez	Asociación Cedro	Santa Clara
Catarina Tambriz	Comité de Resiliencia	Chiquix
Ana Guarchaj	AGEMA	Chiquix
Elena Tambriz	Participante	Chiquix
Juan Atzalam	Participante	Chiquix
Erik Chavajax	Comité de Cuenca	Microcuenca Río Yatzá
Lucas Chiroy	Comité de Cuenca	Microcuenca Río Yatzá
Encarnación Dionisio	Comité de cuenca	Microcuenca Río Yatzá
Juan Soc	Comité de Cuenca	Microcuenca Río Yatzá
Norma Toc	Comité de Cuenca	Microcuenca Río Yatzá
Juan Quiché	ADIC	Santa Lucía Utatlán
Mariano Tzajchavon	ADIC	Santa Lucía Utatlán
Johnny Patal	Fe y Amor	Panajachel
Diego Guarchaj	Fe y Amor	Panajachel
Heraldo Escobar	AGEMA	Panajachel
Érika Gómez	ADIAP	Panajachel
Santos Guachaj	Flor de América	Panajachel
Jorge Guarchaj	Flor de América	Panajachel
Pedro García	ALANEL	Panajachel
Manuela Pesara	ALANEL	Panajachel
Marvin Vásquez	Asociación Cedro	Panajachel
Luis Hernández	Tikonel	Panajachel
Deysi Amarillis Yoc	Tikonel	Panajachel
Diego Tzoc	El Buen Sembrador	Panajachel
Juan Guarchaj	El Buen Sembrador	Panajachel

Francisco Sánchez	Vivamos Mejor	Panajachel
Feliciano Guachiac	Flor de América	Santa Catarina
Santos Guachiac	Flor de América	Santa Catarina
Salvador Fernando G.	Flor de América	Santa Catarina
María Tzep	Flor de América	Santa Catarina
Juan Tziquín	Flor de América	Santa Catarina
José Ricardo Tzep	Flor de América	Santa Catarina

Entrevistas, revisión y auditoría de gabinete (Ciudad de Guatemala)

FECHA	HORA	ACTIVIDAD	LUGAR
Lunes 24/sep.	08:00-12:00	Entrevista con Oficial de Monitoreo - Nely Herrera –Asociada Administración-Ivanova Beteta	PNUD-Ciudad Guatemala
	12:00-13:00	Entrevista con Directora de Cambio Climático Silvia Zúñiga / Ericka Lucero	MARN, Ciudad de Guatemala
	14:00-15:00	Entrevista con Viceministro de Cambio Climático Carlos Ramos	MARN, Ciudad de Guatemala
	15:00-16:00	Entrevista con representantes de INSIVUMEH Rosario Gómez / Saturnino Ordoñez	MARN, Ciudad de Guatemala
Martes 25/sep.	09:00-10:00	Entrevista con Director del Proyecto Otto Fernández	MARN, Ciudad de Guatemala
	10:30-15:00	Revisión documental y finiquitos de auditorias	MARN, Ciudad de Guatemala
	16:00 – 17:00	Entrevista con Consultor Mecanismos Financieros/CC Fernando García	MARN, Ciudad de Guatemala
	18:00-19:00	Entrevista con Oficial de Energía y Medio Ambiente Flor Bolaños	Ciudad de Guatemala
Miércoles 26/sep.	7:00 – 8:00	Entrevista consultor Experto – Mario Velásquez	Conferencia Skype
	8:00-10:30	Revisión documental y finiquitos de auditorias	MARN, Ciudad de Guatemala
	10:30-12:00	Entrevista con representantes de INAB Francisco Visoni / Oscar de León / Byron Palacios	MARN, Ciudad de Guatemala
	14:00-15:00	Entrevista con representantes de la USAC Oscar Medinilla	MARN, Ciudad de Guatemala
	15:00 – 16:00	Entrevista con consultor-experto Milthon Escobar	Conferencia Skype
Jueves 27/sep.	9:30 – 10:30	Entrevista con representante de SEGEPLAN Velia Moscoso	SEGEPLAN, Ciudad de Guatemala Z.1
	10:00-16:00	Preparación de hallazgos iniciales	Ciudad de Guatemala
Viernes 28/sep.	9:00 a 10:00	Entrevista con representante MAGA Luis Franco Ramírez	MAGA Z.1 Ciudad de Guatemala (12 ave 19-01 zona 1)
	15:00-16:00	Entrevista con consultora-experta Sara Palma	Conferencia Skype

Sábado 29/sep.-domingo 30/sep.	8:00-16:00	Preparación de hallazgos iniciales	Ciudad de Guatemala
Lunes 01/Oct.	10:00-12:00	Reunión equipo de PNUD, proyecto y MARN	PNUD-Ciudad de Guatemala
Martes 02/Oct.	06:30	Fin de la misión	Retorno a CR.
Mierc.17/oct	10:00	Entrevista con Gabor Vereczi/Asesor Regional Adaptación al Cambio Climático	Vía Skype

6. Productos Del Proyecto PPRCC

www.marn.gob.gt/s/pprcc

Textos

- Diagnóstico sobre los avances en materia socioambiental y pueblos indígenas en Guatemala
- Estrategia de Comunicación
- Estrategia Nacional de Maejo de Bosques Naturales con Fines de Producción.2019-2032.
- Estudio para establecer la Propuesta de Montos de Ley, Probosque
- Evaluación del Programa de Sensibilización y Promoción.
- Evaluación ingreso y egreso por hogar post intervención del Proyecto
- Guía para la Elaboración de Estudios de Caracterización de Residuos Sólidos Comunes
- Herramientas mediadas prácticas ancestrales
- Informe Ambiental del Estado de Guatemala 2016
- Informe de prácticas ancestrales
- Ingreso y gasto por hogar beneficiario del Proyecto PPRCC
- Manual de Bioingeniería
- Manual de lineamientos técnicos para la Planificación, Organización, Dirección y Control de Mecanismos de Compensación por Servicios Ecosistémicos Asociados al Bosque
- Plan de negocios de cacao
- Plan de negocios de miel
- Plan de negocios maxán.
- Plan de negocios sistema agropecuario
- Plan de negocios.arveja
- Plan Maestro Reserva de Uso Múltiple Cuenca del Lago Atitlán (RUMCLA)
- Planes de Desarrollo Municipal 2017-2032. Suchitepequez-Sololá
- Planes Estratégicos Municipales. (PEI)2016-2020. Suchitepéquez-Sololá
- Política Ambiental de Género.
- Reglamento para la implementación de planes sanitarios
- Sistematización de Experiencias a los Procesos de Planificación Territorial Municipal
- Sistematización de Experiencias Proyecto PPRCC
- Sistematización de Resultados a los Aportes de los Compromisos Nacionales e Internacionales
- Variabilidad y Cambio Climático en Guatemala

Videos

- Agricultura orgánica y huertos familiares para el fortalecimiento de la seguridad alimentaria
- Communities Resilient to Climate Change, Strengthening Community Development and Food Security
- Community Resiliency, protecting the soil, water and crops
- Comunidades resilientes al cambio climático, fortaleciendo el desarrollo
- Conservando el suelo, producción sostenible
- Conserving the soil, sustainable production
- Ecosystem management for sustainable development
- El agua, elemento principal de vida y conservación de los recursos
- Fomento a la conservación de bosques naturales
- Forest Management, secure future
- Fortalecimiento local, resiliencia al cambio climático
- Gestión de ecosistemas para un desarrollo sostenible
- Improving productive landscapes, Cacao
- La Ecocadena de la red de Productores de Arveja
- La Ecocadena de la red de Productores de Cacao
- La Ecocadena de la red de productores de Maxán
- La Ecocadena de la red de Productores de Miel
- Local strengthening, climate change resiliency
- Manejo del bosque, futuro seguro
- Mejorando paisajes productivos, el cacao
- Organic agriculture and family vegetable plots in order to strengthen food security
- Promoting the conservation of natural forests
- Resiliencia comunitaria, protegiendo el suelo, el agua y las cosechas
- The Eco chain for Cacao Producers Network
- The Eco Chain for Honey Producers Network
- The Eco chain for Maxan Producers Network
- The Eco chain for Sweet Pea Producers Network
- Water, main element of life and conservation of natural resources

UNDP-GEF TE Report Audit Trail

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

To the comments received on (*December 17, 2018*) from the Terminal Evaluation of PRODUCTIVE LANDSCAPES RESILIENT TO CLIMATE CHANGE AND STRENGTHENED SOCIO-ECONOMIC NETWORKS IN GUATEMALA (ID-*PIMS 4386)*

The following comments were provided in track changes to the draft Terminal Evaluation report; they are referenced by institution ("Author" column) and track change comment number ("#" column).

Author	#	Para No./ comment location	Comment/Feedback on the draft TE report	TE team response and actions taken
Gabor Vereczi	**1**		COMMENT: suggest including in the Annexes a list of final knowledge products of the project (including technical reports, lessons learn, good practices, videos, photo essays), and link them on-line when possible. The list of these products is normally listed in a grouped way on the first tab of the PPR	Marietta Fonseca-Evaluator The list of products was created and attached in Annexes section of the Final Evaluation Document. A complete list of which can be found here: www.marn.gob.gt/s/pprcc
Gabor Vereczi	**2**	Little commitment from the relevant institutions to continue supporting the different activities. (**Summary of Conclusions)**	Specify which type or which institutions are being referred to. .	To expand: Little commitment from the relevant institutions to continue supporting the different activities. This situation arises in institutions such as MALF, NFI, NCPA, especially in middle structures and in management levels. In the field, there was a greater interaction with the project actions. It is possible to point out that this situation presents itself in relation to the limited the economic and technical resources and, political aspects related to government changes and thus, personnel and resource mobility.

Gabor Vereczi	**3**	Evaluation Ratings- Overall Probability of Sustainability- Moderately Likely (ML)	Do not agree, should be likely. It is not just about new proposals and funds, but funding and replication mechanisms identified and practiced. For example, (from the case study for the regional publication draft): The initiative had a strong sustainability feature from the local organizational viewpoint, which will consolidate the optimization of financing mechanisms and the strengthening of productive chains, hoping to attract more funds and investments. Although a very early measurement, the household income survey indicates an increase of 17%, which is expected to increase in the following production cycles. There are already early signs of replication of the experience generated through the project, including: The municipal planning instrument elaborated by the initiative is now being applied in other municipalities of the country by the National Presidency's Secretariat for Planning - SEGEPLAN. The Forestry Incentive Program is currently being expanded throughout the country and the project's experience will inform its operations. The project served as reference for the elaboration of a debt-swap initiative with the Government of Germany replicating various components of the project in the Department of Quiché, in the upper watershed of Salinas and Motagua Rivers. Visit of the MANSLAGO-	A reevaluation of the grading of the following criteria is done and they are given the qualification of Likely (L): At the local level, there are processes that evidence early actions with potential to continue becoming stronger and growing. For example, the micro capitals, which provide "financial services" for people who cannot access the "traditional financial sector. Their base is the creation of a rotatory fund, and the specialization of local teams on the execution of such micro credits. The establishing of "forestry incentives" is another Project proposal, which aims to the sustainability of the actions. The foundations to consolidate sustainability processes that remain trough time were set: The Forestry Incentive Program is currently being expanded throughout the country and I is expected to be institutionalized. The project served as reference for the elaboration of a debt-swap initiative with the Government of Germany replicating various components of the project in the Department of Quiché, in the upper watershed of Salinas and Motagua Rivers. It is expected that the activities in the organizations and the value chains are maintained over time. No actions by the MENR were identified, nor by the municipalities or other institutions in terms of managing new proposals to access new resources. It is expected that the activities in the organizations and value chains will be maintained over time.

			Nicaragua Project to know the good experiences of the project and replicate them with their beneficiaries.	Actions such as: Visiting of the MANSLAGO-Nicaragua Project to know the good experiences of the project and replicate them with their beneficiaries. They concern to the item of replicability and sustainability.
Gabor Vereczi	**4**	The LCPs did not consider a local counterpart in the execution even though the UNDP Small Grants program model does include it. (Summary of Conclusions)	I do not think is fully true, the SMP was carried out with strategic alliances as intermediaries, including (as described in indicators tab of PPR) "This analysis identified seven non-governmental organizations (NGOs) and 3 cooperatives, that are called local organizations. These 10 organizations have legal registration and have administrative capacities conditions to receive and manage small grants. These NGOs therefore serve to channel and manage small grants funds to a number of community-based producer organizations, which have no capacity for administrative and financial management and do not have legal registration. In addition, the project will support the establishment of legal watershed management committees (which currently do not exist), and also help producer and community organizations to be formalized and registered as part of the sustainability measures. In the project area there is a network of agricultural extension called CADER (Learning Centers for Rural Development), a Rural Extension System of the Ministry of Agriculture, Livestock and Food (MAGA). The CADER is a group of farmer families who practice	For this comment, the evaluator takes reasonability for a misinterpretation in the translation process, in which the word *contrapartida* was translated as counterpart. This was later corrected and a footnote was included, which reads: initially, the word "counterpart" was used to refer to the funds provided by the local organizations. However, after correction and further analysis, the translator opted for employing the term "matching funds" in order to avoid misinterpretation of the conclusion point. The LCPs did not consider local matching funds30 or local input from the organizations which executed them, even though the UNDP Small Grants program model (taken as reference) does include it as part of the "model".

			non-formal teaching and learning processes, using collaborative and learning by doing approach. The CADER is directed voluntarily by a person of the community, which is known as a promoter, the only requirement is to have the courage to work for their benefit and that of the other members. The CADER system is supported by the Project on training issues within the framework of agreements with the Ministry of Agriculture, Livestock and Food (MAGA)."	
Gabor Vereczi	**5**	The monitoring system presented is a challenge in terms of improving planning and monitoring instruments, such as annual reports, quarterly reports, information systems, etc. In this sense, it would be necessary for new interventions to incorporate a greater systematization so that the knowledge that is generated prevails. **(Summary of Conclusions)**	To what extent sustainability measures, operational and maintenance measures were integrated. Is it an anecdotical example or were there various cases, If you could please specify? Thanks	Corrected: The monitoring system presented a challenge in terms of improving planning and monitoring instruments, such as annual reports, quarterly reports, information systems, etc. In this sense, it would be necessary for new interventions and to incorporate a greater systematization so that the knowledge that is generated prevails.
Gabor Vereczi	**6**	Una serie de estudios, mecanismos para financiamiento, planes y reglamentos fueron elaborados a partir de la intervención del Proyecto. La apropiación y puesta en práctica por los diferentes actores será clave como alternativa para respondes a los problemas generados por el Cambio Climático y sus efectos. La calidad científica de los estudios ha sido	To make visible the successful experiences and promote their dissemination and scaling by entities with competence in the subject.	It is the discretion of the evaluator.
		Su aplicación práctica debe ser promovida como bienes públicos, pues son instrumentos que pueden ser implementados por cualquier otra iniciativa ya		

		sea pública o privada.		
Gabor Vereczi	**7**	To make visible the successful experiences and promote their dissemination and scaling by entities with competence in the subject. **(Summary of Recommendations)**	This already happened, can you specify some added value ways lo doing these?	To make successful experiences visible and to promote their dissemination and scaling by entities with competence in the subject. For example, new projects could replicate and generate greater research with respect to the use and commercializing of “mashan” leaf. The project erected the basis for its “domestication” and harnessing. Also, the endorsing of non-timber products, with a cultural background and potential in the international market.
Gabor Vereczi	**8**		Any recommendation for sculling up processes.	To bring the information to the population in a way that can be useful and becomes an instrument to improve future interventions linked to adaptation to climate change. This recommendation is based on the "good practice" carried out by the project in this area. For example, the strategy of informing each ethnic group in their mother tongue facilitates horizontal communication and knowledge management.
Gabor Vereczi	**9**		It is a key question indeed and perhaps the most crucial part of any TE. Suggest if concrete recommendations could be suggested for the particular project components and actions.	To move forward in the processes of completion of a project requires an expertise not only in terms of efficiency, but also in the effectiveness of the actions that are being implemented. It is important to develop a "sustainability strategy" that takes into account the status of the processes in execution. It is desirable that projects transcend the logic of fulfillment of products, indicators, goals, and instead adopt more strategic processes in the medium and long term. For example: the value chains promoted by the project in the case of honey and pea or, the generation of mechanisms of microfinancing in order to

				support climate change adaptation processes.
Gabor Vereczi	**10**		Was there evidence fir this, already happening?	To promote partnerships between the different UNDP programs (Rule of Law and Peace, Active and Inclusive Citizenship, according to the UNDP Country Program) and even between the agencies. By the time the final evaluation was carried out, no alliances in this direction were perceived.
	11	Después de años probando como trabajar la adaptación al cambio climático, el Proyecto ha demostrado que el desarrollo de estrategias basadas en un enfoque comunitario y resilientes a nivel territorial, y la metodología empleada, ha tenido muy buenos resultados en términos de concreción de datos, participación de actores y sobre todo, ha obtenido una relevancia difícil de ver a un nivel más macro. Por ello, se recomienda continuar ponderando el desarrollo de estrategias y herramientas a nivel local que puedan a su vez extrapolarse a nivel nacional o regional.	Can you state a concrete example/case on this key point?	This also requires investment amounts in order to accompany such processes. An example of this is the granting of “microcapitals” from local projects. With this methodology, a diversity of entrepreneurships and people from the vulnerable populations were reached, who cannot access the formal banking system and need flexible programs.
Gabor Vereczi	**12**	The social communication strategy was a traversal axis throughout the execution of the project's actions, which allowed its development not to be seen as isolated activities. It was executed considering the cultural and linguistic aspects of the region, addressed women directly, promoted equal rights	Key point, suggest a management response point further highlighting this.	It is the discretion of the evaluator.

		and, assumed them as strategic actors and allies to face the effects of climate change. For a future project design, it is important to relieve this experience.		