

Annual Performance Report 2014

Draft Approach Paper

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1. Overview of APR 2014

The GEF Annual Performance Report (APR), produced by the GEF Independent Evaluation Office (GEO), provides a detailed overview of the performance of GEF activities and processes, key factors affecting performance, and the quality of Monitoring and Evaluations systems (M&E) within the GEF partnership. Along with performance ratings of completed GEF projects, the APR covers selected issues affecting the GEF partnership that have been identified through the work of the Evaluation Office as being of current interest to GEF stakeholders.

Issues that will be addressed in APR 2014 include an assessment of project outcomes, risks to the sustainability of outcomes, the quality of M&E design and implementation in completed projects, the quality of project terminal evaluation reports, and an assessment and record of the degree to which GEF Council decisions have been adopted throughout the GEF partnership (the Management Action Record). In addition, APR 2014 will contain additional coverage and analysis in a key area: synthesis of lessons from completed projects.

APR 2014 will report on some 850 completed projects. Of these, 202 projects will be reported on for the first time. This includes 107 projects that were completed before 2005. The reporting in the APR will include projects funded through the following trust funds: the GEF Trust Fund, the Least Developed Countries Fund (LDCF), the Special Climate Change Fund (SCCF) and the Nagoya Protocol trust fund. The final number of projects covered in APR 2014 will be ascertained by January 15th 2015.

As in past years, APR 2014 will present an updated account of the adoption of Council decisions that have not yet graduated from the Management Action Record (MAR). This section of APR 2014 will also cover relevant Council decision made during calendar year 2014.

The Office intends to move away from reporting on separate streams of its work through annual reports – i.e. annual reports on impact evaluations, country portfolio evaluations, and performance evaluations. It will include reporting on the progress on these evaluations through the Annual Performance Report and also through the Director's report to the Council. APR 2014 will, therefore, also include reporting on progress on other evaluation streams.

2. Methodology

2.1 Coverage of Completed Projects in APR2014

The GEF Agencies are required to submit terminal evaluations for completed GEF projects, with some exceptions. The Agencies are not required to submit terminal evaluations for activities under the Small Grants Programme (SGP), as well as Enabling Activities with GEF funding below \$0.5 million. These activities are not covered in regular reporting through the APR.¹ Based on Agency submissions of

¹ Among the projects contained in the APR cohorts of the preceding periods are two Enabling Activities that have met the threshold for review. For analysis, these have been grouped with Full-Sized projects based on the size of associated GEF funding

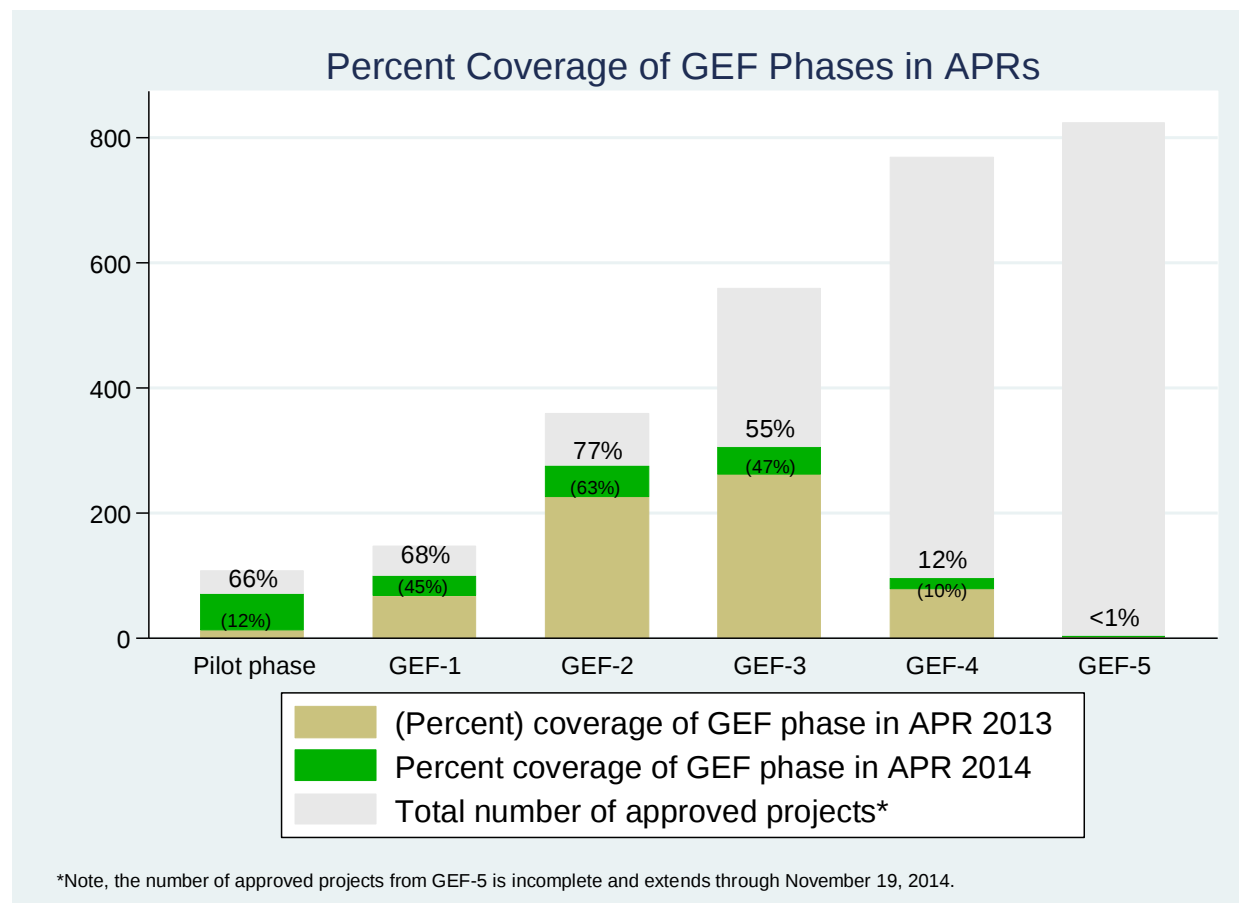
terminal evaluations to date, it is likely that 202 completed projects will be covered for the first time in APR 2014. Of these, 107 projects were completed before 2005, and 95 were completed after 2005.

All of the terminal evaluations used for analysis and reporting in APRs are first reviewed to verify that ratings are properly substantiated, and where needed, to provide additional or revised ratings (such as for Quality of Terminal Evaluations). For earlier APR years, this oversight was performed entirely by the GEF IEO. Beginning in 2009, GEF IEO began accepting ratings from the independent evaluation offices of the World Bank Group, UNEP, and subsequently UNDP. This approach, which reduces duplicative work, follows the GEF IEO finding that ratings from these three evaluation offices are largely consistent with those of the GEF IEO (GEF IEO 2009). The GEF IEO will consider accepting the ratings provided by the evaluation offices of the other GEF agencies. The GEF IEO is also open to working with the Agency evaluation offices so that the independent review of terminal evaluations may be jointly undertaken. To track whether ratings provided by Agency evaluation offices continue to be consistent with the GEF IEO ratings, the Office will continue to conduct reviews for some of terminal evaluations on a random sample basis. For APR 2014, where ratings from the independent evaluation offices of the World Bank Group, UNEP, and UNDP are available, they will be reporting in the APR. In their absence, GEF IEO ratings will be used. Of the 202 terminal evaluations that will be covered for the first time in APR 2014, the GEF Evaluation Office will conduct the terminal evaluation reviews for about 150 projects, including more than 40 projects completed in 2009 or later.²

During the interagency meeting on presentation of the APR2013 findings, some of the participants had requested the Office to also present performance ratings based on the GEF replenishment period when the projects were approved. In past APRs, reporting based on GEF replenishment periods has been limited due to the low coverage of projects from the Pilot and GEF-1 replenishment phases. When presenting APR 2013 to the Council, the GEF IEO informed the Council of its intent to review the terminal evaluation reports of projects that were completed before 2005. Significant progress has been made in reviewing these projects and the database on completed projects is now quite complete for the Pilot Phase and GEF-1 period. Figure 1 presents an overview of the progress thus far. As a result, APR 2014 will be able to report more definitively on project outcomes based on the replenishment period, and will shed additional light on projects from the Pilot Phase and the GEF-1 periods.

² All projects from the World Bank, UNDP, and UNEP, that were completed before 2009 will be reviewed by the GEF IEO and GEF IEO ratings from these projects will be reported on in APR 2014, even in cases where Agency evaluation office reviews are available, to ensure consistency with past APR reporting.

Figure 1. Percentage of approved projects covered in APR 2013, and additional coverage through APR 2014. Excludes Enabling Activities <\$0.5M and the GEF Small Grants Program.



A key emerging challenge of reporting through the APR is reporting on projects that had been approved under a programmatic approach, and projects that involve relatively small GEF investments. The approaches followed by the agencies vary considerably. Some agencies prepare a very brief terminal evaluation report on the completed projects that involve relatively small GEF grants (for example the World Bank's approach to reporting for medium size projects through implementation completion memorandums). Others cluster a group of related projects and prepare a joint report on them without segregating the results on the included projects (for example the UNEP approach to reporting through joint evaluations for a cluster of projects). This makes reporting the results of such projects challenging. There is justification for light reporting on projects that are smaller in scale than the GEF full size projects. However, some of the child projects that have been covered through a "cluster" joint evaluation approach are full size projects and should have been covered as individual projects. Similarly, there is often little coherence in how a programmatic approach will be covered in its entirety. In some instances agencies have prepared a separate terminal evaluation for each of the child projects under a programmatic approach, in other cases child projects have been covered in a cluster without segregation of the results and ratings of individual projects, and in other cases a number of projects under a programmatic approach are yet to be covered at all. Such inconsistencies in evaluative approaches make it difficult to report on these projects. The Office will aim to address this issue through

dialogue with the agencies so that consistency in reporting is achieved along with ensuring that the reporting is cost efficient. The Office will also work on an approach to report on such projects so that its reporting to the Council is consistent and remains credible.

2.2 Ratings scales

APR 2014 will report on outcome achievements, risks to sustainability of outcome achievements, quality of M&E design and implementation, quality of implementation and execution of completed projects, and quality of terminal evaluation reports. Risks to sustainability of outcome achievements will be rated on a four-point scale, while all other indicators will be rated on a six-point scale. Annex 2 provides more information on the ratings scales

2.3 Terminal evaluation review process

As noted earlier, all of the terminal evaluations used for analysis and reported in APRs are first reviewed to verify that ratings are properly substantiated, and where needed, to provide additional or revised ratings. For APR2014, where available, the GEF IEO will accept terminal evaluation review ratings from the independent evaluation offices of UNDP, UNEP, and the World Bank.

For all jointly-implemented GEF projects, projects from GEF agencies other than UNDP, UNEP, or World Bank Group, and for UNDP, UNEP, or World Bank Group implemented projects for which terminal evaluation reviews are not available in a timely manner, the GEF IEO will review the terminal evaluations. The procedure for this GEF IEO review of terminal evaluations is as follows. Using a set of detailed guidelines to ensure that uniform criteria are applied (see Annex B for these guidelines), Evaluation Office reviewers assess the degree to which project ratings provided in terminal evaluations are properly substantiated, and address the objectives and outcomes set forth in the project design documents approved by the GEF Council and/or GEF CEO. In the process of drafting a terminal evaluation review, a peer reviewer with substantial experience in assessing terminal evaluations provides feedback on the report. This feedback is incorporated into subsequent versions of the report.

When a primary reviewer proposes downgrading of project outcome ratings from the satisfactory range to the unsatisfactory range, a senior evaluation officer in the GEF IEO also examines the review to ensure that the proposed rating is justified.

In cases where a terminal evaluation report provides insufficient information to make an assessment or to verify the report's ratings on any of the performance dimensions, the Evaluation Office rates the performance as "Unable to Assess," and excludes it from further analysis on the respective dimension.

Reviews are then shared with the GEF agencies and, after their feedback is taken into consideration, the reviews are finalized.

2.4 Synthesis of lessons from completed projects

One of the recurrent requests from the GEF agencies has been to synthesize lessons that have been presented in the terminal evaluations. The Office will undertake an exercise to address this request. The preliminary findings of this effort based on a sample of terminal evaluations will be presented in the APR2014. A 'problem tree' based approach will be used to trace causal paths that may be deduced from

the lessons provided in the terminal evaluations. The aim will be to trace the reported causal factors that lead to better than expected or worse than expected performance during the project design and implementation, and to assess prevalence of these factors across the GEF portfolio of completed projects.

2.5 Management Action Record

At the request of the GEF Council, the GEF IEO tracks the level of adoption by the relevant actors within the GEF partnership (here broadly referred to as GEF Management), of GEF Council decisions that have been made on the basis of GEF IEO recommendations. This “Management Action Record” (MAR) is updated annually, and reported in the APR. The procedure for updating and compiling the MAR is as follows: the GEF IEO produces a working document containing all of the relevant GEF Council decisions being tracked for the current MAR. This includes all Council decisions from the prior year MAR that continue to be tracked because the level of adoption is not yet sufficient to warrant graduation. Decisions are graduated from the MAR when a high level of adoption has been achieved, or the decision is no longer relevant. For decisions that continue to be tracked, a full record of prior GEF management action and ratings as well as GEF IEO ratings is provided in the working document. In addition, the working document includes all relevant Council decisions that have been adopted at the GEF Council meetings in the preceding calendar year.

Following distribution of the working document to GEF Management, Management provides self-assessment and ratings on the level of adoption of each tracked Council decision. Once Management completes its self-assessment and ratings on the level of adoption of tracked Council decisions, it shares it with the GEF Evaluation Office. The Evaluation Office then provides its own assessment and ratings on adoption. The completed, updated MAR will then be reported in APR 2014.

Table 1. Council decisions tracked in APR 2013, retired or graduated in APR 2013, and new decisions tracked in APR 2014.

Criteria	Number
Total number of GEF Council decisions tracked in APR 2013	30
Number of GEF Council decisions retired or graduated in APR 2013	10
Number of GEF Council decisions tracked for first time in APR 2014	2
Total number of GEF Council decisions tracked in APR 2014	22

2.6 Performance Matrix

The Performance Matrix, first presented in APR 2007 (GEF IEO 2008), provides summary statistics on key performance indicators for the three main GEF Agencies and the GEF Secretariat. Performance on five indicators, including project outcomes, materialization of co-financing, project extensions, M&E Implementation quality, and quality of terminal evaluations, is assessed annually by the Evaluation Office. The additional information available on the projects that have been covered for the first time in APR is reflected in the performance matrix through use of moving averages that also take note of the past performance. Performance on three other indicators, including quality of supervision and adaptive management, realism of risk assessment, and quality of project M&E arrangements, is assessed every two to four years through special appraisals. Data on some of the sub parameters have not been

updated for more than four years. These sub-parameters will be retired from the performance matrix. Opportunities to streamline the performance matrix will be explored further.

3. Dissemination of Findings

The APR is largely intended for the GEF Council and a GEF corporate audience, including the GEF Secretariat, STAP and the GEF Agencies. The report will be delivered in time for the June 2015 Council meeting. At that point, it will have been circulated among and discussed with GEF Secretariat and GEF Agency staff. Thus, by the time the report is presented during the Council meeting and discussed by the Council, the most relevant audiences would have already read it, commented on it, and identified ways to address its findings. The report will be published in hard copy and distributed via email among the GEF Council members, GEF country focal points, GEF Secretariat, Agency staff with GEF responsibilities, and members of other interested organizations. The report will also be posted on the Evaluation Office Web site.

The Office may develop knowledge products and services targeted to specific audiences. Specific audiences for knowledge products that may be developed from this APR will be identified. The APR team will work with the knowledge sharing team of the Office to develop and disseminate such knowledge products and services.

4. Schedule of Work Activities

Table 2 shows the schedule of work activities for completion and presentation of the findings of APR 2014.

Table 2. Schedule of work activities for completion and presentation of APR 2014.

Project milestone	Work period or completion date
Approach paper	January 2015
Review of terminal evaluations	December to February 2015
Presentation of draft APR at Inter-Agency meeting	End of March 2015
Draft report of preliminary findings	April 10 th , 2015
APR2014 sent for Management Response	April 20 th , 2014
Council working/information document uploaded	May 4 th , 2015

Annex A

a. List of projects included in APR 2014 cohort

Table 3. The list of 95 projects provided here is tentative and will be updated once the list is finalized

GEF ID	Project Name	Agency	Country	Type	Focal Area	GEF Phase
15	Programme for Phasing Out Ozone Depleting Substances	UNDP/UNEP	Tajikistan	MSP	Chem	GEF - 2
29	Palawan New and Renewable Energy and Livelihood Support Project	UNDP	Philippines	MSP	CC	GEF - 2
260	Southern Africa Biodiversity Support Programme	UNDP	Regional	FP	BD	GEF - 1
343	Phase out of Ozone Depleting Substances	UNDP/UNEP	Latvia	FP	Chem	GEF - 1
344	Lithuania Phase out of Ozone Depleting Substances	UNDP/UNEP	Lithuania	FP	Chem	GEF - 1
355	Conservation of the Dana and Azraq Protected Areas	UNDP	Jordan	FP	BD	Pilot Phase
446	Renewable Energy Development	World Bank	China	FP	CC	GEF - 1
456	Participatory Management of Plant Genetic Resources in Oases of the Maghreb	UNDP	Regional	FP	BD	GEF - 1
463	Programme for Phasing Out Ozone Depleting Substances	UNDP/UNEP	Azerbaijan	FP	Chem	GEF - 1
500	In-Situ Conservation of Native Cultivars and Their Wild Relatives	UNDP	Peru	FP	BD	GEF - 2
593	Programme for Phasing Out Ozone Depleting Substances	UNDP/UNEP	Turkmenistan	MSP	Chem	GEF - 2
594	Programme for Phasing out Ozone Depleting Substances	UNDP/UNEP	Uzbekistan	FP	Chem	GEF - 2
632	Renewable Energy Hybrid Power Systems	UNDP	Fiji	MSP	CC	GEF - 2
634	Conservation and Sustainable Use of the Gulf of Mannar Biosphere Reserve's Coastal BD	UNDP	India	FP	BD	GEF - 2
647	Integrated Solar Combined Cycle Power Plant (formerly Solar Based Thermal Power Plant)	World Bank	Morocco	FP	CC	GEF - 2
658	Removing Barriers to the Increased Use of Biomass as an Energy Source	UNDP	Slovenia	FP	CC	GEF - 2
762	Maloti-Drakensberg Conservation and Development Project	World Bank	Regional	FP	BD	GEF - 2
768	Programme for Phasing Out Ozone Depleting Substances	UNDP/UNEP	Estonia	MSP	Chem	GEF - 2
769	Programme for Phasing Out Ozone Depleting Substances	UNDP/UNEP	Kazakhstan	FP	Chem	GEF - 2
772	Community Based Conservation in the Bamenda Highlands	UNDP	Cameroon	MSP	BD	GEF - 2
817	Biodiversity Conservation of Lake Bosumtwé Basin	UNDP	Ghana	MSP	BD	GEF - 2
943	Renewable Energy Scale Up Program (CRESP), Phase 1	World Bank	China	FP	CC	GEF - 2
946	Rural Electrification and Transmission	World Bank	Cambodia	FP	CC	GEF - 2
970	Groundwater and Drought Management in SADC	World Bank	Regional	FP	IW	GEF - 3
1021	Conservation and Sustainable Use of Chiloé Globally Significant Biodiversity	UNDP	Chile	MSP	BD	GEF - 2

1035	Integrated Ecosystem Management in the Cotahuasi Basin	UNDP	Peru	MSP	MF	GEF - 3
1063	Forest and Environment Development Policy Grant (FEDPG)	World Bank	Cameroon	FP	BD	GEF - 3
1091	Building the Inter-American Biodiversity Information Network (IABIN)	World Bank	Regional	FP	BD	GEF - 3
1101	Participatory Management of Protected Areas	World Bank	Peru	FP	BD	GEF - 3
1126	Sanjiang Plain Wetlands Protection Project	ADB	China	FP	BD	GEF - 3
1158	Energy Reform and Access Project	World Bank	Mozambique	FP	CC	GEF - 2
1174	Gulf of Gabes Marine and Coastal Resources Protection	World Bank	Tunisia	FP	BD	GEF - 3
1204	OECS Protected Areas and Associated Sustainable Livelihoods	World Bank	Regional	FP	BD	GEF - 3
1209	Rural Electrification and Renewable Energy Development	World Bank	Bangladesh	FP	CC	GEF - 2
1214	Integrated Ecosystem and Natural Resource Management in the Jordan Rift Valley	World Bank	Jordan	FP	BD	GEF - 3
1223	Removal of Barriers to Cleaner Artisanal Gold Mining and Extraction Technologies	UNDP	Global	FP	IW	GEF - 2
1253	Gourma Biodiversity Conservation Project	World Bank	Mali	FP	BD	GEF - 2
1274	Household Energy and Universal Rural Access Project	World Bank	Mali	FP	CC	GEF - 3
1275	Community-based Integrated Ecosystem Management Program under the Community Action Program	World Bank	Niger	FP	MF	GEF - 2
1299	Integrated Management of Aquatic Resources in the Amazon (AquaBio)	World Bank	Brazil	FP	BD	GEF - 3
1538	Integrated Natural Resources and Biodiversity Management	World Bank	Uruguay	FP	BD	GEF - 3
1542	DBSB Environmental Infrastructure Project - under Strategic Partnership Investment Fund for Nutrient Reduction in the Danube River Basin and the Black Sea	World Bank	Moldova	FP	IW	GEF - 3
1544	Rio de Janeiro Integrated Ecosystem Management in Production Landscapes of the North-Northwestern Fluminense	World Bank	Brazil	FP	MF	GEF - 3
1545	Renewable Energy for Rural Economic Development	World Bank	Sri Lanka	FP	CC	GEF - 2
1829	Coral Reef Rehabilitation and Management Project Phase II (COREMAP II)	World Bank	Indonesia	FP	BD	GEF - 1
1830	Protected Areas Management and Sustainable Use (PAMSU)	World Bank	Uganda	FP	BD	GEF - 1
1831	Energy for Rural Transformation Project (APL)	World Bank	Uganda	FP	CC	GEF - 2
1848	Mount Kenya East Pilot Project for Natural Resource Management (MKEPP)	IFAD	Kenya	FP	MF	GEF - 3
1895	Improved Certification Schemes for Sustainable Tropical Forest Management	UNEP	Global	MSP	BD	GEF - 3
1905	Development of an Energy Efficiency Program for the Industrial Sector for Tunisia	World Bank	Tunisia	FP	CC	GEF - 3
2019	Integrated National Adaptation Plan: High Mountain Ecosystems, Colombia's Caribbean Insular Areas and Human Health (INAP)	World Bank	Colombia	FP	CC	GEF - 3
2045	GEF National Consultative Dialogue Initiative	UNDP	Global	FP	MF	GEF - 3
2099	Corazon Transboundary Biosphere Reserve	World Bank	Regional	FP	BD	GEF - 3

2127	CBPF: Conservation and Adaptive Management of Globally Important Agricultural Heritage Systems (GIAHS)	FAO	Global	FP	BD	GEF - 4
2133	Lake Skader-Shkoder Integrated Ecosystem Management	World Bank	Regional	FP	IW	GEF - 4
2135	Guangdong - Pearl River Delta Urban Environment	World Bank	China	FP	IW	GEF - 3
2141	DBSB Reduction of Enterprise Nutrient Discharges Project - RENDR - under WB-GEF Strategic Partnership for Nutrient Reduction in the Danube River and Black Sea	World Bank	Serbia	FP	IW	GEF - 3
2152	Butrint National Park: Biodiversity and Global Heritage Conservation	World Bank	Albania	MSP	BD	GEF - 4
2268	SIP: Integrated Ecosystem Management in Four Representative Landscapes of Senegal, Phase 2	UNDP	Senegal	FP	LD	GEF - 4
2357	Agricultural Rehabilitation and Sustainable Land Management Project	World Bank	Burundi	FP	LD	GEF - 3
2358	Sustainable Land Management	World Bank	Bhutan	FP	LD	GEF - 3
2359	Demonstration of Alternatives to Chlordane and Mirex in Termite Control	World Bank	China	FP	Chem	GEF - 3
2372	Forest and Mountain Protected Areas Project	World Bank	Bosnia-Herzegovina	FP	BD	GEF - 3
2373	Sustainable Land Management in the Semi-Arid Sertao	IFAD	Brazil	FP	LD	GEF - 3
2377	Sustainable Land Management in the High Pamir and Pamir-Alai Mountains - and Integrated and Transboundary Initiative in Central Asia Phase I	UNEP	Regional	FP	LD	GEF - 3
2443	Environmental Services Project	World Bank	Mexico	FP	BD	GEF - 3
2459	Community-based Watershed Management Project	World Bank	Mauritania	FP	LD	GEF - 3
2515	Decentralized GEF Medium-sized Grants Programme	World Bank	Argentina	FP	MF	GEF - 3
2517	Sustainable Environmental Management for Sixaola River Basin	IADB	Regional	FP	MF	GEF - 3
2634	Guangxi Integrated Forestry Development and Biodiversity Conservation	World Bank	China	FP	BD	GEF - 3
2635	Protected Areas Consolidation and Administration	World Bank	El Salvador	FP	BD	GEF - 3
2669	Natural Resources Development Project	World Bank	Albania	FP	MF	GEF - 3
2689	Latin America: Multi-country Capacity-building for Compliance with the Cartagena Protocol on Biosafety	World Bank	Regional	FP	BD	GEF - 3
2746	Promoting Replication of Good Practices for Nutrient Reduction and Joint Collaboration in Central and Eastern Europe	UNDP	Regional	MSP	IW	GEF - 4
2767	LAC Regional Sustainable Transport and Air Quality Project	World Bank	Regional	FP	CC	GEF - 3
2812	Teacher's Solar Lighting Project	World Bank	Papua New Guinea	MSP	CC	GEF - 3
2865	Promotion of Strategies to Reduce Unintentional Production of POPs in the PERSCA Coastal Zone	UNIDO	Regional	MSP	Chem	GEF - 4
2896	Sacred Orchids of Chiapas: Cultural and Religious Values in Conservation	World Bank	Mexico	MSP	BD	GEF - 4
2899	Country Support Program for GEF Focal Points	UNDP/UNEP	Global	FP	MF	GEF - 3
2954	Bus Rapid Transit and Pedestrian Improvements in Jakarta	UNEP	Indonesia	FP	CC	GEF - 3

3148	DBSB Agricultural Pollution Control Project - under the Strategic Partnership Investment Fund for Nutrient Reduction in the Danube River and Black Sea	World Bank	Croatia	FP	IW	GEF - 3
3224	Establishing Sustainable Liquid Biofuels Production Worldwide (A Targeted Research Project)	UNEP	Global	MSP	CC	GEF - 4
3239	CACILM: Capacity Building and on-the-ground Investments for Integrated and Sustainable Land Management - under CACILM Partnership Framework, Phase 1	UNDP	Turkmenistan	MSP	LD	GEF - 3
3271	SP-SFIF Regional Activities of the Strategic Partnership for a Sustainable Fisheries Investment Fund in the Large Marine Ecosystems of Sub Saharan Africa - Tranche 1	World Bank	Regional	MSP	IW	GEF - 3
3382	SIP: Community Driven SLM for Environmental and Food Security	World Bank	Niger	FP	LD	GEF - 4
3385	SIP: Sustainable Land Management in Senegal	World Bank	Senegal	FP	LD	GEF - 4
3410	Piloting of an Ecosystem-based Approach to Uruguayan Coastal Fisheries	FAO	Uruguay	MSP	BD	GEF - 4
3572	Regional Plan for Introduction of BAT/BEP Strategies to Industrial Source Categories of Stockholm Convention Annex C of Article 5 in ESEA Region	UNIDO	Regional	MSP	Chem	GEF - 4
3627	SFM: Promotion of Sustainable Forest and Land Management in the Vietnam Uplands	IFAD	Vietnam	MSP	MF	GEF - 4
3676	Grasslands and Savannas of the Southern Cone of South America: Initiatives for their Conservation in Argentina	World Bank	Argentina	MSP	BD	GEF - 4
3817	SPWA-BD: Guinea Bissau Biodiversity Conservation Trust Fund Project	World Bank	Guinea-Bissau	MSP	BD	GEF - 4
3961	SPWA-BD: The Gambia Biodiversity Management and Institutional Strengthening Project	World Bank	Gambia	MSP	BD	GEF - 4
4219	Emergency program for solar power generation and lighting for Haiti, as a consequence of the Earthquake in Port au Prince.	World Bank/IADB	Haiti	MSP	CC	GEF - 4
4527	Partnering for Natural Resource Management - Conservation Council of Nations (CCN)	UNEP	Global	MSP	BD	GEF - 5
4543	The GLOBE Legislator Forest Initiative	UNEP	Global	MSP	MF	GEF - 5

b. List of projects completed before 2005 and not yet reported on in APR

Table 4. One hundred and seven newly reviewed (by GEF IEO) projects completed before 2005 and not previously reported on in APRs, to be reported on in APR 2014.

GEF ID	Project Name	Agency	Country	Type	Focal Area	GEF Phase
14	Regionally-Based Assessment of Persistent Toxic Substances	UNEP	Global	FP	IW	GEF - 2
16	Management and Protection of Laguna del Tigre National Park	World Bank	Guatemala	MSP	BD	GEF - 2
19	Concentrating Solar Power for Africa (CSP-Africa)	World Bank	South Africa	MSP	CC	GEF - 2
23	Promoting Best Practices for Conservation and Sustainable Use of Biodiversity of Global Significance in Arid and Semi-arid Zones	UNEP	Global	MSP	BD	GEF - 2
25	Arid and Semi-Arid Ecosystem Conservation in the Caucasus	UNDP	Georgia	MSP	BD	GEF - 2
27	Creation and Strengthening of the Capacity for Sustainable Renewable Energy Development in Central America	UNDP	Regional	MSP	CC	GEF - 2
28	Renewable Energy-Based Small Enterprise Development in the Quiche Region	UNDP	Guatemala	MSP	CC	GEF - 2
32	Mini-Hydropower Project	World Bank	Macedonia	MSP	CC	GEF - 2
33	An Indicator Model for Dryland Ecosystems in Latin America	UNEP	Regional	MSP	BD	GEF - 2
48	Wildlands Protection and Management	World Bank	Congo	FP	BD	Pilot Phase
49	Coastal Wetlands Management	World Bank	Ghana	FP	BD	Pilot Phase
50	Tana River National Primate Reserve Conservation Project	World Bank	Kenya	FP	BD	Pilot Phase
51	Lake Malawi/Nyasa Biodiversity Conservation	World Bank	Malawi	FP	BD	Pilot Phase
52	Household Energy	World Bank	Mali	FP	CC	Pilot Phase
53	Transfrontier Conservation Areas Pilot and Institutional Strengthening	World Bank	Mozambique	FP	BD	Pilot Phase
54	Bwindi Impenetrable National Park and Mgahinga Gorilla National Park Conservation	World Bank	Uganda	FP	BD	Pilot Phase
57	Biodiversity Conservation	World Bank	Bolivia	FP	BD	Pilot Phase
59	Ship-Generated Waste Management	World Bank	Regional	FP	IW	Pilot Phase
61	Biodiversity Protection	World Bank	Ecuador	FP	BD	Pilot Phase
62	Protected Areas Program	World Bank	Mexico	FP	BD	Pilot Phase
64	Demand Side Management Demonstration	World Bank	Jamaica	FP	CC	Pilot Phase
65	El Kala National Park and Wetlands Complex Management	World Bank	Algeria	FP	BD	Pilot Phase
66	Red Sea Coastal and Marine Resource Management	World Bank	Egypt	FP	BD	Pilot Phase
68	Oil Pollution Management Project for the Southwest Mediterranean Sea	World Bank	Regional	FP	IW	Pilot Phase

69	Danube Delta Biodiversity	World Bank	Romania	FP	BD	Pilot Phase
70	Greenhouse Gas Reduction	World Bank	Russian Federation	FP	CC	Pilot Phase
72	Gulf of Aqaba Environmental Action Plan	World Bank	Jordan	FP	IW	GEF - 1
73	Water and Environmental Management in the Aral Sea Basin	World Bank	Regional	FP	IW	GEF - 1
75	Sichuan Gas Transmission and Distribution Rehabilitation	World Bank	China	FP	CC	Pilot Phase
77	Biodiversity Collections	World Bank	Indonesia	FP	BD	Pilot Phase
78	Wildlife and Protected Areas Conservation	World Bank	Lao PDR	FP	BD	Pilot Phase
79	Conservation of Priority Protected Areas	World Bank	Philippines	FP	BD	Pilot Phase
83	Nature Reserves Management	World Bank	China	FP	BD	GEF - 1
85	Biodiversity Conservation and Management	World Bank	Cameroon	FP	BD	Pilot Phase
90	Biodiversity Conservation	World Bank	Russian Federation	FP	BD	GEF - 1
99	Kerinci Seblat Integrated Conservation and Development	World Bank	Indonesia	FP	BD	GEF - 1
100	Danube Delta Biodiversity	World Bank	Ukraine	FP	BD	Pilot Phase
102	Biodiversity Restoration	World Bank	Mauritius	FP	BD	GEF - 1
106	Klaipeda Geothermal Demonstration	World Bank	Lithuania	FP	CC	GEF - 1
119	Solar Home Systems (SHS)	World Bank	Indonesia	FP	CC	GEF - 1
125	Environment Program Support Project	UNDP	Madagascar	FP	BD	GEF - 1
142	People, Land Management, and Environmental Change (PLEC)	UNEP	Global	FP	BD	GEF - 1
145	Biodiversity Data Management Capacitation in Developing Countries and Networking Biodiversity Information	UNEP	Global	EA	BD	Pilot Phase
173	Global Biodiversity Assessment	UNEP	Global	FP	BD	Pilot Phase
192	Integrated Management of Jigme Dorji National Park	UNDP	Bhutan	FP	BD	GEF - 1
195	Biodiversity Conservation and Management in the Coastal Zone of the Dominican Republic	UNDP	Dominican Republic	FP	BD	Pilot Phase
206	Consolidation of the Banados del Este Biosphere Reserve	UNDP	Uruguay	FP	BD	GEF - 1
220	Conservation of Biodiversity and Sustainable Development in the Federal Islamic Republic of Comoros	UNDP	Comoros	FP	BD	GEF - 1
263	Energy Conservation and Pollution Control in Township and Village Enterprise Industries	UNDP	China	FP	CC	GEF - 1
302	Energy Efficiency Strategy to Mitigate Greenhouse Gas Emissions	UNDP	Bulgaria	FP	CC	GEF - 1
333	Renewable Energy-Based Electricity for Rural, Social and Economic Development in Ghana	UNDP	Ghana	FP	CC	GEF - 1
338	Biomass Power Generation: Sugar Cane Bagasse and Trash	UNDP	Brazil	FP	CC	GEF - 1
340	Implementation of the Strategic Action Programme(SAP) for the Red Sea and Gulf of Aden	UNDP	Regional	FP	IW	GEF - 1

347	Biodiversity Conservation and Resource Management	UNDP	Papua New Guinea	FP	BD	Pilot Phase
348	Biodiversity Conservation in the Darien Region	UNDP	Panama	FP	BD	Pilot Phase
349	Conservation of Biodiversity through Effective Management of Wildlife Trade	UNDP	Gabon	FP	BD	Pilot Phase
350	Biodiversity Conservation in Nepal	UNDP	Nepal	FP	BD	Pilot Phase
351	A Dynamic Farmer-Based Approach to the Conservation of African Plant Genetic Resources	UNDP	Ethiopia	FP	BD	Pilot Phase
352	Development of Wildlife Conservation and Protected Areas Management	UNDP	Sri Lanka	FP	BD	Pilot Phase
354	Patagonian Coastal Zone Management Plan	UNDP	Argentina	FP	BD	Pilot Phase
356	Restoration of Highly Degraded and Threatened Native Forests in Mauritius	UNDP	Mauritius	FP	BD	Pilot Phase
357	Institutional Support for the Protection of East African Biodiversity	UNDP	Regional	FP	BD	Pilot Phase
358	Sustainable Development and Management of Biologically Diverse Coastal Resources	UNDP	Belize	FP	BD	Pilot Phase
363	Protecting Biodiversity and Establishing Sustainable Development of the in Sabana-Camaguey Region	UNDP	Cuba	FP	BD	Pilot Phase
365	Strengthening Conservation Capacity and Development and Institution of a National Biodiversity Conservation Plan (Implementation Phase I)	UNDP	Mongolia	FP	BD	Pilot Phase
366	Conservation of Biodiversity in the Choco Biogeographic Region	UNDP	Colombia	FP	BD	Pilot Phase
367	Conservation of Biodiversity in the Eastern Wetlands	UNDP	Uruguay	FP	BD	Pilot Phase
368	Programme for Sustainable Forestry (Iwokrama Rain Forest Programme)	UNDP	Guyana	FP	BD	Pilot Phase
371	Decentralized Wind Electric Power for Social and Economic Development (Alizes Electriques)	UNDP	Mauritania	FP	CC	Pilot Phase
374	Photovoltaics for Household and Community Use	UNDP	Zimbabwe	FP	CC	Pilot Phase
376	Control of Greenhouse Gas Emissions through Energy Efficient Building Technology in West Africa	UNDP	Regional	FP	CC	Pilot Phase
377	Community Based Rangeland Rehabilitation for Carbon Sequestration	UNDP	Sudan	FP	CC	Pilot Phase
381	Biomass Integrated Gasification/Gas Turbine Project	UNDP	Brazil	FP	CC	Pilot Phase
393	Water Pollution Control and Biodiversity Conservation in the Gulf of Guinea Large Marine Ecosystem (LME)	UNDP	Regional	FP	IW	Pilot Phase
394	Protection of Marine Ecosystems of the Red Sea Coast	UNDP	Yemen	FP	IW	Pilot Phase
398	Pollution Control and Other Measures to Protect Biodiversity in Lake Tanganyika	UNDP	Regional	FP	IW	Pilot Phase
402	Pilot Biosafety Enabling Activity	UNEP	Global	EA	BD	GEF - 1
403	South Pacific Biodiversity Conservation Programme	UNDP	Regional	FP	BD	Pilot Phase
406	African NGO-Government Partnership for Sustainable Biodiversity Action	UNDP	Regional	FP	BD	GEF - 1
413	Global Biodiversity Forum Phase II	UNEP	Global	MSP	BD	GEF - 1
462	Preparation of A Strategic Action Programme (SAP) and Transboundary Diagnostic Analysis (TDA) for the Tumen River Area, Its Coastal Regions and Related Northeast Asian Environs	UNDP	Regional	FP	IW	GEF - 1

465	Development of Best Practices and Dissemination of Lessons Learned for Dealing with the Global Problem of Alien Species that Threaten Biological Diversity	UNEP	Global	MSP	BD	GEF - 1
483	Management of Avian Ecosystems	World Bank	Seychelles	MSP	BD	GEF - 1
490	Kibale Forest Wild Coffee Project	World Bank	Uganda	MSP	BD	GEF - 2
495	Kopacki Rit Wetlands Management Project	World Bank	Croatia	MSP	BD	GEF - 2
496	Northern Belize Biological Corridors Project	World Bank	Belize	MSP	BD	GEF - 2
499	Creating A Co-Managed Protected Areas System	UNDP	Belize	MSP	BD	GEF - 2
532	Strengthening Capacity for Global Knowledge-Sharing in International Waters	UNDP	Global	FP	IW	GEF - 2
535	Biodiversity Conservation and Marine Pollution Abatement	World Bank	Seychelles	FP	BD	Pilot Phase
536	Conservation Priority-Setting for the Upper Guinea Forest Ecosystems, West Africa	UNDP	Regional	MSP	BD	GEF - 1
537	Biodiversity Protection	World Bank	Belarus	FP	BD	Pilot Phase
538	National Trust Fund for Protected Areas	World Bank	Peru	FP	BD	Pilot Phase
539	Forest Biodiversity Protection	World Bank	Poland	FP	BD	Pilot Phase
542	Trust Fund for Environmental Conservation	World Bank	Bhutan	FP	BD	Pilot Phase
566	Biodiversity Protection	World Bank	Czech Republic	FP	BD	Pilot Phase
567	Biodiversity Protection	World Bank	Slovak Republic	FP	BD	Pilot Phase
569	Efficient Street Lighting Program	World Bank	Argentina	MSP	CC	GEF - 2
600	Lop Nur Nature Sanctuary Biodiversity Conservation	UNEP	China	MSP	BD	GEF - 2
601	Monitoring System for the Galapagos Islands	World Bank	Ecuador	MSP	BD	GEF - 2
611	Redirecting Commercial Investment Decisions to Cleaner Technologies – A Technology Transfer Clearinghouse	UNEP	Global	MSP	CC	GEF - 2
628	Wetland Priorities for Conservation Action	World Bank	Ecuador	MSP	BD	GEF - 2
644	El Triunfo Biosphere Reserve: Habitat Enhancement in Productive Landscapes	World Bank	Mexico	MSP	BD	GEF - 2
672	Conservation of Biodiversity in the Talamanca-Caribbean Biological Corridor	UNDP	Costa Rica	MSP	BD	GEF - 2
796	Lake Baringo Community-based Integrated Land and Water Management Project	UNEP	Kenya	MSP	BD	GEF - 2
849	Development and Protection of the Coastal and Marine Environment in Sub-Saharan Africa	UNEP	Regional	MSP	IW	GEF - 2
1305	Initiating Early Phaseout of Methyl Bromide through Awareness Raising, Policy Development and Demonstration/Training Activities	UNEP	Regional	MSP	Chem	GEF - 2
1430	Support for the Implementation of the Stockholm Convention on Persistent Organic Pollutants	UNEP	Global	MSP	Chem	GEF - 2

Annex B. Terminal Evaluation Report Review Guidelines

The assessments in the terminal evaluation reviews will be based largely on the information presented in the terminal evaluation report. If insufficient information is presented in a terminal evaluation report to assess a specific issue such as, for example, quality of the project's monitoring and evaluation system or a specific aspect of sustainability, then the preparer of the terminal evaluation reviews will briefly indicate so in that section and elaborate more if appropriate in the section of the review that addresses quality of report. If the review's preparer possesses other first-hand information such as, for example, from a field visit to the project, and this information is relevant to the terminal evaluation reviews, then it should be included in the reviews only under the heading "Additional independent information available to the reviewer." The preparer of the terminal evaluation review will take into account all the independent relevant information when verifying ratings.

B.1 Criteria for Outcome Ratings

Based on the information provided in the terminal evaluation report, the terminal evaluation review will make an assessment of the extent to which the project's major relevant objectives were achieved or are expected to be achieved³, relevance of the project results, and the project's cost-effectiveness. The ratings on the outcomes of the project will be based on performance on the following criteria:⁴

- a) **Relevance.** Were project outcomes consistent with the focal area/operational program strategies and country priorities? Explain.
- b) **Effectiveness.** Are project outcomes commensurate with the expected outcomes (as described in the project document) and the problems the project was intended to address (that is, the original or modified project objectives)?
- c) **Efficiency.** Include an assessment of outcomes and impacts in relation to inputs, costs, and implementation times based on the following questions: Was the project cost-effective? How does the project's cost/time versus outcomes equation compare to that of similar projects? Was the project implementation delayed due to any bureaucratic, administrative, or political problems and did that affect cost-effectiveness?

An overall rating will be provided according to the achievement and shortcomings in the three criteria ranging from highly satisfactory, satisfactory, moderately satisfactory, moderately unsatisfactory, unsatisfactory, highly unsatisfactory, and unable to assess.

The reviewer of the terminal evaluation will provide a rating under each of the three criteria (relevance, effectiveness, and efficiency). Relevance of outcomes will be rated on a binary scale: a 'satisfactory' or an 'unsatisfactory' rating will be provided. If an 'unsatisfactory' rating has been provided on this

³ *Objectives* are the intended physical, financial, institutional, social, environmental, or other development results to which a project or program is expected to contribute (OECD DAC 2002).

⁴ *Outcomes* are the likely or achieved short-term and medium-term effects of an intervention's outputs. Outputs are the products, capital goods, and services that result from a development intervention; these may also include changes resulting from the intervention that are relevant to the achievement of outcomes (OECD DAC 2002). For the GEF, environmental outcomes are the main focus.

criterion, the overall outcome achievement rating may not be higher than “unsatisfactory”. Effectiveness and Efficiency will be rated as following:

- **Highly satisfactory.** The project had no shortcomings. The actual outcomes were significantly higher than the ex-ante expectations.
- **Satisfactory.** The project had minor shortcomings. The actual outcomes were commensurate with the ex-ante expectations.
- **Moderately satisfactory.** The project had moderate shortcomings. The actual outcomes were slightly lower than the ex-ante expectations but with several area areas where performance matched the expectations.
- **Moderately unsatisfactory.** The project had significant shortcomings. The actual outcomes were lower than the ex-ante expectations, with a few area areas where performance matched the expectations.
- **Unsatisfactory.** The project had major shortcomings and the actual outcomes were substantially lower than the ex-ante expectations.
- **Highly unsatisfactory.** The project had severe shortcomings and actual outcomes were negligible or absent compared to the ex-ante expectations.
- **Unable to assess.** The reviewer was unable to assess outcomes on this dimension.

In providing a rating, a reviewer will look for the description that best fits the achievements of a project. The calculation of the overall outcomes score of projects will consider all three criteria, of which relevance criterion will be applied first - the overall outcome achievement rating may not be higher than “unsatisfactory”. The second constraint that is applied is that the overall outcome achievement rating may not be higher than the “effectiveness” rating. The third constraint that is applied is that the overall rating may not be higher than the average score of effectiveness and efficiency criteria calculated using the following formula:

$$\text{Outcomes} = (b + c) \div 2$$

In case the average score is lower than the score obtained after application of the first two constraints, then the average score will be the overall score. The score will then be converted into an overall rating with mid values being rounded up upwards.

B.2 Impacts

Has the project achieved impacts, or is it likely that outcomes will lead to the expected impacts? Impacts will be understood to include positive and negative, primary and secondary long-term effects produced by a development intervention. They could be produced directly or indirectly and could be intended or unintended. The terminal evaluation review’s preparer will take note of any mention of impacts, especially global environmental benefits, in the terminal evaluation report including the likelihood that the project outcomes will contribute to their achievement. Negative impacts mentioned in the terminal evaluation report should be noted and recorded in section 2 of the terminal evaluation reviews

template in the subsection on “Issues that require follow-up.” Although project impacts will be described, they will not be rated.

B.3 Criteria for Sustainability Ratings

Sustainability will be understood as the likelihood of continuation of project benefits after completion of project implementation (GEF 2000). To assess sustainability, the terminal evaluation reviewer will identify and assess the key risks that could undermine continuation of benefits at the time of the evaluation. Some of these risks might include the absence of or inadequate financial resources, an enabling legal framework, commitment from key stakeholders, relevant environmental factors, and an enabling economy. The following four types of risk factors will be assessed by the terminal evaluation reviewer to rate the likelihood of sustainability of project outcomes: financial, sociopolitical, institutional frameworks and governance, and environmental.

The following questions provide guidance to assess if the factors are met:

- **Financial resources.** What is the likelihood that financial resources will be available to continue the activities that result in the continuation of benefits (income-generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project outcomes)?
- **Sociopolitical.** Are there any social or political risks that can undermine the longevity of project outcomes? What is the risk that the level of stakeholder ownership is insufficient to allow for project outcomes/benefits to be sustained? Do the various key stakeholders see in their interest that the project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the long-term objectives of the project?
- **Institutional framework and governance.** Do the legal frameworks, policies, and governance structures and processes pose any threat to the continuation of project benefits? While assessing this parameter, consider if the required systems for accountability and transparency, and the required technical know-how, are in place.
- **Environmental.** Are there any environmental risks that can undermine the future flow of project environmental benefits? The terminal evaluation should assess whether certain activities in the project area will pose a threat to the sustainability of project outcomes. For example, planned construction of dam in a protected area could inundate a sizable area and thereby neutralize the biodiversity-related gains made by the project.

The reviewer will provide an overall risk rating after assessing the overall level of risks (taking into account risks related to financial resources, sociopolitical, institutional, environmental factors, and other risks as applicable) as follows:

- **Likely.** There are no risks affecting that criterion of sustainability.
- **Moderately likely.** There are moderate risks that affect that criterion of sustainability.
- **Moderately unlikely.** There are significant risks that affect that criterion of sustainability.
- **Unlikely.** There are severe risks affecting that criterion of sustainability.

- **Unable to assess.** Unable to assess risk on this dimension.
- **Not applicable.** This dimension is not applicable to the project.

B.4 Criteria for Assessment of Quality of Project M&E Systems

GEF projects are required to develop M&E plans by the time of work program inclusion, to appropriately budget M&E plans, and to fully carry out the M&E plan during implementation. Project managers are also expected to use the information generated by the M&E system during project implementation to improve and adapt the project to changing situations. Given the long-term nature of many GEF projects, projects are also encouraged to include long-term monitoring plans that measure results (such as environmental results) after project completion. Terminal evaluation reviews will include an assessment of the achievement and shortcomings of M&E systems.

- M&E design.** Project should have a sound M&E plan to monitor results and track progress in achieving project objectives. An M&E plan should include a baseline (including data, methodology, and so on), SMART (specific, measurable, achievable, realistic, and timely) indicators and data analysis systems, and reporting and evaluation at specific times to assess results. The time frame for various M&E activities and standards for outputs should be specified. Dedicated funding for M&E should be provided in a project's budget. Responsibilities for undertaking M&E activities should be specified. Questions to guide this assessment include: In retrospect, was the M&E plan at entry practicable and sufficient (sufficient and practical indicators identified; timely baseline; targets created; provisions made for the effective use of data collected; analysis systems specified including studies and reports; practical organization and logistics set forth in terms of responsibility for, and scheduling of, M&E activities)?
- M&E plan implementation.** An assessment will be made on the quality of M&E implementation over the project's lifetime, as well as the extent to which provisions were made for continuing M&E following project closure where warranted. Such an assessment will cover whether the M&E system was in place and allowed the timely tracking of results and progress toward project objectives throughout the project; whether annual project reports were complete, accurate, and with well-justified ratings; whether the information provided by the M&E system was used to improve and adapt project performance; and whether proper training was provided for parties responsible for M&E activities to ensure that data will continue to be collected and used after project closure. Question to guide this assessment include: Did the project M&E system operate throughout the project? How was M&E information used during the project? Did it allow for tracking of progress toward project objectives? Did the project provide proper training for parties responsible for M&E activities to ensure data will continue to be collected and used after project closure?

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A number rating 1–6 will be provided for each criterion according to the achievement and shortcomings with highly satisfactory = 6, satisfactory = 5, moderately satisfactory = 4, moderately unsatisfactory = 3, unsatisfactory = 2, highly unsatisfactory = 1, and unable to assess = no rating. The reviewer of the

terminal evaluation will provide a rating under each of the three criteria (M&E design, M&E plan implementation, and M&E properly budgeted and funded) as follows:

- **Highly satisfactory.** There were no shortcomings in that criterion of the project M&E system. The presented or implemented M&E approach is appropriate for the given project.
- **Satisfactory.** There were minor shortcomings in that criterion of the project M&E system. Overall the presented or implemented M&E approach is appropriate for the given project.
- **Moderately satisfactory.** There were moderate shortcomings in that criterion of the project M&E system. Although there are a few area where the presented or implemented M&E approach could be improved further, it is appropriate for the given project.
- **Moderately unsatisfactory.** There were significant shortcomings in that criterion of the project M&E system. There are some areas where the presented or implemented M&E approach could be improved further. Despite some areas where the M&E approach is adequate, overall the M&E plan is inappropriate for the given project.
- **Unsatisfactory.** There were major shortcomings in that criterion of the project M&E system. There are several areas where the presented or implemented M&E approach is weak. Overall the M&E plan is inappropriate for the given project.
- **Highly unsatisfactory.** There was no project M&E system or implementation of M&E approach was very poor. It is unlikely that the M&E system provided any information of value.

B.5 Criteria for Assessment of Quality of Terminal Evaluation Reports

The ratings on quality of terminal evaluation reports will be assessed using the following criteria:

- a) The report presents an assessment of all relevant outcomes and achievement of project objectives in the context of the focal area program indicators if applicable.
- b) The report was consistent, the evidence presented was complete and convincing, and ratings were well substantiated.
- c) The report presented a sound assessment of sustainability of outcomes.
- d) The lessons and recommendations are supported by the evidence presented and are relevant to the portfolio and future projects.
- e) The report included the actual project costs (totals, per activity and per source) and actual co-financing used.
- f) The report included an assessment of the quality of the M&E plan at entry, the M&E system used during implementation, and whether the information generated by the M&E system was used for project management.

A number rating 1–6 will be provided for each criterion according to the achievement and shortcomings with highly satisfactory = 6, satisfactory = 5, moderately satisfactory = 4, moderately unsatisfactory = 3, unsatisfactory = 2, highly unsatisfactory = 1, and unable to assess = no rating.

Each criterion to assess the quality of the terminal evaluation will be rated as follows:

- **Highly satisfactory.** There were no shortcomings in the terminal evaluation on this criterion. The report is comprehensive and provides credible, systematic, and detailed information on this criterion.
- **Satisfactory.** There were minor shortcomings in the terminal evaluation on this criterion. Overall, the report is comprehensive and provides credible, systematic, and detailed information on this criterion.
- **Moderately satisfactory.** There were moderate shortcomings in the terminal evaluation on this criterion. Overall, the report is comprehensive and provides credible, systematic, and detailed information on this criterion although some information gaps were also noted.
- **Moderately unsatisfactory.** There were significant shortcomings in the terminal evaluation on this criterion. Overall, despite some areas of adequate reporting, the report is not comprehensive and has several information gaps on this criterion.
- **Unsatisfactory.** There were major shortcomings in the terminal evaluation on this criterion. The report is not comprehensive and has many information gaps on this criterion.
- **Highly unsatisfactory.** There were severe shortcomings in the terminal evaluation on this criterion. The reporting on this criterion is inadequate and has severe information gaps.

The first two criteria (of all relevant outcomes and achievement of project objectives and report consistency and substantiation of claims with proper evidence) are more important and have therefore been assigned a greater weight. The quality of the terminal evaluation reports will be calculated by the following formula:

$$\text{Quality of the Terminal Evaluation Report} = 0.3 \times (a + b) + 0.1 \times (c + d + e + f)$$

The total number will be rounded and converted to the scale of highly satisfactory to highly unsatisfactory.

B.6 Assessment of Processes Affecting Attainment of Project Outcomes and Sustainability

This section of the terminal evaluation review will summarize the factors or processes related to implementation delays and co-financing that may have affected attainment of project results. This section will summarize the description in the terminal evaluation on key causal linkages of these factors:

- **Co-financing and project outcomes and sustainability.** If there was a difference in the level of expected co-financing and actual co-financing, what were the reasons for it? To what extent did materialization of co-financing affect project outcomes and/or sustainability? What were the causal linkages of these effects?
- **Delays and project outcomes and sustainability.** If there were delays, what were the reasons for them? To what extent did the delay affect project outcomes and/or sustainability? What were the causal linkages of these effects?

Country ownership and sustainability. Assess the extent to which country ownership has affected project outcomes and sustainability. Describe the ways in which it affected outcomes and sustainability, highlighting the causal links.