

Terminal Evaluation Validation form, GEF Independent Evaluation Office

1. Project Data

Summary project data			
GEF project ID		3435	
GEF Agency project ID		44413	
GEF Replenishment Phase		GEF-4	
Lead GEF Agency (include all for joint projects)		Asian Development Bank (ADB)	
Project name		Sustainable Forest and Biodiversity Management in Borneo	
Country/Countries		Indonesia	
Region		Asia, Middle East & Pacific	
Focal area		Multifocal Area	
Operational Program or Strategic Priorities/Objectives		Strategy for Sustainable Forest Management (SFM) SFM-SP1; SFM-SP2; SFM/LD/TFA-SP2.	
Stand alone or under a programmatic framework		Standalone	
If applicable, parent program name and GEF ID			
Executing agencies involved		Directorate of Environment Services and Conservation Areas (DESCA) of the Ministry of Environment and Forestry (MoEF)	
NGOs/CBOs involvement		Plan Vivo Foundation – Registering the pilot demonstration projects as forest carbon credit generating sources.	
Private sector involvement (including micro, small and medium enterprises) ¹			
CEO Endorsement (FSP) /Approval (MSP) date		10/17/2012	
Effectiveness date / project start date		3/26/2014	
Expected date of project completion (at start)		8/31/2016	
Actual date of project completion		2/28/2018	
Project Financing			
		At Endorsement (US \$M)	At Completion (US \$M)
Project Preparation Grant	GEF funding		
	Co-financing	0.210	0.210
GEF Project Grant		2.527	1.738
Co-financing	IA own	3.950	1.950
	Government	0.5	1.201
	Other multi- /bi-laterals		
	Private sector		
	NGOs/CBOs	2.000	
Other			
Total GEF funding		2.527	1.738
Total Co-financing		6.660	3.361
Total project funding (GEF grant(s) + co-financing)		9.187	5.099
Terminal evaluation validation information			
TE completion date		7/9/2020	
Author of TE		Helena Lawira, Senior Project Officer, Indonesia Resident Mission	
TER completion date		2/17/2023	

¹ Defined as all micro, small, and medium-scale profit-oriented entities, including individuals and informal entities, that earn income through the sale of goods and services rather than a salary. ([GEF IEO 2022](#))

TER prepared by	Nabil Haque
TER peer review by (if GEF IEO review)	Ritu Kanotra

Access the form to summarize key project features here: <https://www.research.net/r/APR2023>.

2. Summary of Project Ratings

Criteria	Final PIR	IA Terminal Evaluation	IA Evaluation Office Review	GEF IEO Review
Project Outcomes	MS	MS	MS	MS
Sustainability of Outcomes		ML	ML	ML
M&E Design		MS	—	MS
M&E Implementation		—	—	MU
Quality of Implementation		S	—	MS
Quality of Execution		S	—	S
Quality of the Terminal Evaluation Report			—	MS

3. Project Objectives and theory of change

3.1 Global Environmental Objectives of the project:

The project will aim at improving management of forest resources and biodiversity in four districts in the Indonesian Heart of Borneo (HOB) which will contribute to the: (i) decrease in forest loss; and (ii) reduction in the incidence of wildlife and biodiversity poaching for flagship species like the rhino, orangutan, and pygmy elephant (p.12 of CEO Endorsement Doc).

3.2 Development Objectives of the project:

The development objective of the project was to ensure the sustainable management of forest resources and biodiversity in the Indonesian HOB by strengthening the capacity of the Government of Indonesia, developing sustainable livelihood opportunities with local communities, and establishing sustainable financing schemes (p.1 of CEO Endorsement Doc).

3.3 Were there any **changes** in the Global Environmental Objectives, Development Objectives, or project activities during implementation? What are the reasons given for the change(s)?

No changes were reported in the development and global environmental objective.

3.4 Briefly summarize project's theory of change – describe the inputs and causal relationships through which the project will achieve its long-term impacts, key links, and key assumptions.

To achieve the project objectives in site-based target regions, the project was structured around four components (p.12 of ProDoc). Component 1 aimed to strengthen regional, national and local capabilities by formulating local policies and drafting national policy guidelines and institutional reform agenda for sustainable resource use, forest management and biodiversity conservation in the Indonesian Heart of Borneo (HOB). Component 2 aimed for establishing two REDD+ (reducing emissions from deforestation and forest degradation and carbon stock enhancement) demonstration sites to showcase REDD+ strategies. The third component was designed to contribute to developing Payment of Ecosystem Services (PES) system in the HOB, scaling up to the country level and then the whole eco-region.

Component 4 aimed to improve livelihood practices of households in the project site and the capacity of village level governments to support these practices. Key assumptions surrounding the project structure were that the Indonesia government and partner institutions remain committed in implementing activities in the HOB, and that buyers and sellers stay committed for environmental services in the PES schemes.

The project activities and outputs changed a few months after the project commenced in 2014. The policy related activities were reduced as the government had already undertaken policy reforms. Although these changes did not change the expected project outcomes (p.22 of TE), it affected the four districts identified for PES and REDD+ demonstration pilot projects - (i) Malinau and (ii) Nunukan in East Kalimantan, where the Kayan Mentarang National Park is located; and (iii) Kapuas Hulu and (iv) Melawi - both in West Kalimantan.

4. GEF IEO assessment of Outcomes and Sustainability

Please refer to the GEF Terminal Evaluation Review Guidelines for detail on the criteria for ratings.

The outcome ratings (relevance, effectiveness, efficiency, and overall outcome rating) are on a six-point scale: Highly Satisfactory to Highly Unsatisfactory. The sustainability rating is on a four-point scale: Likely to Unlikely.

Please justify the ratings in the space below each box.

4.1 Relevance and Coherence	S
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The project was consistent with multiple policies of the Indonesian government such as Ministry of Forestry Strategic Plan (2010–2014), the National Action Plan for Greenhouse Gas Emission, National Draft Strategy for REDD. It also fulfilled specific objectives of the HOB specific National Strategic Plan of Action (NSPA) (2009–2013). The community-based models piloted by the project are relevant to the government’s target of allocating 12.7 million hectares of forest lands under community management within the next six years (p.17 of TE). The project was aligned with multiple GEF focal areas such as Biodiversity, Land Degradation, Sustainable Forest Management and was relevant for the Tropical Forest Account (TFA) funding window. The terminal evaluation determined the project to be relevant to the country and ADB’s operational policies for Indonesia. This review concurs with a “satisfactory” rating.

4.2 Effectiveness	MS
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In 2014 the outputs were adjusted but their indicators were not adjusted, resulting in less accurate assessment at project completion due to the use of original outputs indicators (p.11 of TE). Judging by original output indicators, the project partially achieved its four outputs. Output 1 was strengthening capacity and institutions for sustainable forest and biodiversity management which was partially achieved. In the reduced scope of policy activities, capacity building interventions were designed based on identified institutional weaknesses and strengths to support existing policy reform agenda for forest resource management. Output 2 focused on improvement of land use and forestry practices measured

using two indicators: (i) four REDD+ assessment sites and at least one REDD+ demonstration site, and (ii) 3% reduction in illegal logging activities. The second indicator was not achieved due to lack of baseline data as illegal logging activities were not monitored by the local government. For the first indicator of Output 2, the project assessed more than four REDD+ pilot demonstration sites and established two pilot demonstration sites in Nanga Lauk village in Kapuas Hulu district (p.4 of TE). The community REDD+ schemes established in the two pilot villages achieved target indicators for REDD and a buyer for the certificate has made an agreement with the community representatives. Output 3 of the project was to identify and develop potential PES and sustainable financing schemes for forest and biodiversity. Within the two REDD+ pilot demonstration sites, two business case scenarios were developed related to carbon PES, although the original target was four business case scenarios for four REDD+ sites. The project developed a draft district regulation for PES that included sustainable financing arrangement. A specific target in output 3 related to PES was a 5% increase in income of local project cooperators (environmental service providers). This was not achieved due to lack of baseline data and definition of environmental service providers. Community livelihood training and pilot activities were conducted, and equipment was provided to improve villagers' livelihoods. Output 4 produced knowledge products and intended to establish a monitoring, reporting, and verification (MRV) system deployed for the HOB Indonesia, which was not achieved as there was no one institution that could have been tasked for MRV and developing such system agreeable to all the relevant institutions would need expansion to the scope of technical assistance and implementation period. The terminal review rated the project as "less than effective". This review is assigning the effectiveness of project as "moderately satisfactory".

4.3 Efficiency	MU
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There was one-year gap period between project approval and effectiveness due to discussion with the government on the outputs and implementation arrangement. Due to reorganization in the Ministry of Environment and Forestry in 2014, the project was delayed by 18 months. The project was initially developed as a 36-month intervention, but the project timeframe was reduced to 30 months. The 30-month project implementation schedule, already challenged by implementation start delays, was insufficient to fully achieve the outcome (p.9 of TE). At project completion, 26% of fund was left unused with many targets unfulfilled. The terminal evaluation rated the project as "less than efficient", and this review is assigning "moderately unsatisfactory" rating for project efficiency.

4.4 Outcome	MS
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The project measured the global environment objectives as outcomes and found that one of the two outcomes was fulfilled. Since the REDD+ activity was implemented in two districts, the project outcome indicator of forest loss was measured through the land cover change analysis from 2010 to 2016. A decrease in forest loss was observed in those districts. The second indicator on reduction in the incidence of wildlife and biodiversity poaching could not be measured due to lack of reliable poaching data. However, the project supported the national parks, the community, and local government for sustainable forest management by conducting land use change monitoring to indirectly assess the illegal

logging activities. It is also expected that the clarity of REDD+ mechanism can contribute to Indonesia's national determined contribution (NDC) ambition by replication of similar schemes in other forest villages.

4.5 Sustainability	ML
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The terminal evaluation rated sustainability of the project as “likely sustainable” and this review concurs. Current initiatives such as the ADB Forest Investment Program are building upon the foundation laid by this project to scale up across the HOB. The REDD+ schemes implemented in two villages continue to receive advisory support following registration as a carbon credits generator (p.31 of TE). While this minimizes financial risks for the pilot initiatives, roll out of PES model conceptualized by the project will need funds and technical assistance. In the absence of buyers for established ecosystem services, the social risk of demoralized communities may emerge, which could lead to loss of these sites as demonstration projects to inspire other communities and local governments within the HOB. Political risks stem from the initial lack of local government involvement, which can be addressed through better interactions with central government. The Ministry of Environment and Forestry have policies that are supportive of social forestry and community-based forest enterprises, including targets of allocating more than 12.7 million hectares of state forest lands under some form of community management (p.32 of TE). The standard operating procedures for registration of REDD+ schemes will likely ensure mitigation of environmental risks.

5. Processes and factors affecting attainment of project outcomes

Before describing the factors, you may choose to summarize reported outcomes and sustainability here: <https://www.research.net/r/APR2023>.

5.1 Co-financing. To what extent was the reported co-financing essential to the achievement of GEF objectives? If there was a difference in the level of expected co-financing and actual co-financing, what were the reasons for it? Did the extent of materialization of co-financing affect project's outcomes and/or sustainability? If so, in what ways and through what causal linkages?

The co-financing plan from non-government partner and part of ADB co-financing did not materialize during implementation. The approved project cost at CEO Endorsement was \$8.95 million, out of which \$3.95 million was supposed to come from implementing agency and half a million dollars from executing agency. Additional two million dollar expected from World Wildlife Fund (WWF) did not materialize during implementation. ADB's co-financing amounted to \$1.95 million and no reasoning for the shortfall were given in the terminal evaluation. Government counterpart exceeded their co-financing target with \$1.2 million provided in the form of office accommodation, transport, remuneration and other in-kind contribution.

5.2 Project extensions and/or delays. If there were delays in project implementation and completion, then what were the reasons for it? Did the delay affect the project's outcomes and/or sustainability? If so, in what ways and through what causal linkages?

The project extension due to delay in reorganization of the executing agency, which also reduced the scope of the project related to policies. After the 18-month delay, the project started with the planned implementation period of 3 years, which was later curtailed to 2.5 years. This short time was not adequate for developing four REDD+ and PES pilot. For the latter piloting, more time and resources are needed for this institutional innovation. For REDD+ scheme, a long term (25 years) agreement with a private sector buyer took place after the project ended (p.13 of TE).

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

The project engaged national consultants to strengthen the coordination with the national and sub-national stakeholders. To strengthen commitment and ownership of the project, capacity development activities, participation among multi-level and multi-sector stakeholders were pursued. Through the training at the policy level, increased awareness and capacity of stakeholders may catalyze management improvements on an incremental basis. At the site level, it is expected that technical education, training and demonstration activities will lead to establishment of protected area co-management and village conservation models. However, lack of local government involvement during project design and implementation is identified as a political risk.

5.4 Other factors: In case the terminal evaluation discusses other key factors that affected project outcomes, discuss those factors and outline how they affected outcomes, whether positively or negatively. Include factors that may have led to unintended outcomes.

The terminal evaluation noted that the scale back of project duration have also limited opportunities for monitoring of future project impact.

6. Assessment of project's Monitoring and Evaluation system

Ratings are assessed on a six-point scale: Highly Satisfactory to Highly Unsatisfactory.

Please justify ratings in the space below each box.

6.1 M&E Design at entry	MS
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The project had provisions to develop M&E for the project itself and Monitoring, Reporting and Verification (MRV) system for the pilot projects related to REDD+ and PES. The project did not have clearly defined output and outcome indicators and corresponding baseline data during the project design. Within three months of project inception, M&E system was to be developed and operationalized through stakeholder coordination meetings so that partnerships between agencies are strengthened (p.6 of Pro Doc). Although responsible parties and timeframe are identified in the M&E design, details on the frequency and type of M&E reports were not provided. Use of appropriate GEF tracking tools

were identified, and M&E design also called for a bottom-up approach where communities will be involved through the operation of a community-based biological monitoring system (p.5 of Pro Doc).

6.2 M&E Implementation	MU
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According to the terminal evaluation, delivery of regular monthly, quarterly and annual project reports were not done in a timely manner although their contents were informative. The project would have benefitted from a continuous internal M&E system by gaining rapid feedback on the effectiveness and impact of field interventions. Although there was a budget for M&E in Project Document (p.6), this was not approved by ADB leading to an executing contract without M&E implementation budget (p.32 of TE). As a result, there was no logical framework or M&E plan developed during the project implementation period to quantify progress and achievement of project outcomes. REDD+ and PES initiatives of the project resulted in their own form of monitoring of forest degradation, biodiversity conservation, sustainable forest management, frequency and occurrence of forest fires, fire control, and enhancement of carbon stocks at provincial and district levels.

7. Assessment of project implementation and execution

Quality of Implementation rating is based on the assessment of the performance of GEF Agency(s). Quality of Execution rating is based on performance of the executing agency(s). In both instances, the focus is upon factors that are largely within the control of the respective implementing and executing agency(s). A six-point rating scale is used (Highly Satisfactory to Highly Unsatisfactory), or Unable to Assess.

Please justify ratings in the space below each box.

7.1 Quality of Project Implementation	MS
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The terminal evaluation rated performance of implementation agency as “satisfactory”, but the basis for the rating was not provided in detail. This review is changing the rating to “moderately satisfactory”. Despite drastic changes in project scope made during implementation, the outputs and indicators remained unchanged. The lack of a M&E system also did not facilitate adaptive management, and the yearly annual reviews were not adequate for 2.5-year project. Lump-sum contracts with consulting firm and national consultants affected their scope of work. GEF Indonesia Operational Focal Point (OFP) also commented on the completion report that project organization structure significantly affected project implementation arrangement (p.37 of TE). There were also issues with materialization of co-financing and unspent budget at the end of project.

7.2 Quality of Project Execution	S
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The executing agency’s performance was rated “satisfactory” by the terminal evaluation and this review concurs. The executing agency – Directorate of Environmental Services of Conservation Areas and Protection Forests (DESCA) - did not have the necessary mandate to cover the entire project scope (all

components) as their authority was limited to the environmental services in the conservation area (p.9 of TE). Decentralization during project implementation shifted the authority of forestry management from the districts to the provinces, further complicating coordination. However the agency regularly coordinated with the directorate general for climate change of Ministry of Environment and Forestry (MoEF) on REDD+ related issues. DESCA provided office space to project staff & experts and participated in all review missions of ADB. DESCA kept the GEF country focal point informed of project through quarterly and annual project reports (p.12 of TE).

8. Lessons and recommendations

8.1 Briefly describe the key lessons, good practices, or approaches mentioned in the terminal evaluation report, including how they could have application for other GEF projects. Lessons must be based on project experience.

Lessons learned from the project are summarized below –

- (i) Adequate consultation with the subnational governments needs to be done during the design stage to confirm their commitments and avoid implementation start delay,
- (ii) The role of the national project steering committee needs to be agreed early in the implementation for effective oversight support.
- (iii) A lump-sum contract was not suitable implementation consultants because PES demonstration activities at the district level and the capacity building activities for the communities and the government required large field inputs with a flexible schedule.
- (iv) Capacity building scope should have clear terms of reference for the consulting firm's contract to avoid delay in the delivery of trainings.
- (v) Adjustment to the outputs and their indicators is needed whenever a minor change in scope is made so that the output achievement will be assessed based on the revised scope.

8.2 Briefly describe the recommendations given in the terminal evaluation.

The following recommendations were made based on project experience -

- i) A reasonable anticipation for project delay should be factored in at the design stage.
- ii) Some delays may occur which are beyond the project control. In this project, institutional changes in the ministry and shifting of the authority from the district to the province are such changes beyond the project's control. Project management has to be flexible to adapt with the changes to achieve the project objectives in a timely manner.
- iii) Application of continuous monitoring and evaluation tools can guide the steering committee to track the project progress regularly and take necessary actions.
- iv) Asses the potential of workable funding scheme for community-based forest management for scale up.

9. Quality of the Terminal Evaluation Report

Before rating the quality of the terminal evaluation, click here to summarize your observations on the sub-criteria: <https://www.research.net/r/APR2023>.

A six-point rating scale is used for each sub-criteria and overall rating of the terminal evaluation report (Highly Satisfactory to Highly Unsatisfactory)

Criteria/indicators of terminal evaluation quality	GEF IEO COMMENTS	Rating
1. Timeliness: terminal evaluation report was carried out and submitted on time?	Terminal evaluation was completed a year after project termination.	MU
2. General information: Provides general information on the project and evaluation as per the requirement?	It was easy to understand the context of the project from the terminal evaluation.	S
3. Stakeholder involvement: the report was prepared in consultation with – and with feedback from - key stakeholders?	No information was provided on consultations for preparation of terminal evaluation report.	UA
4. Theory of change: provides solid account of the project's theory of change?	The theory of change presented in the report was clear with assumptions and expected impacts.	S
5. Methodology: Provides an informative and transparent account of the methodology?	No methodology was outlined for carrying out the completion report.	MU
6. Outcome: Provides a clear and candid account of the achievement of project outcomes?	The outcomes were assessed against original targets at design which were subsequently changed. Matrix provided clarity on revised scope for the project.	S
7. Sustainability: Presents realistic assessment of sustainability?	Very detailed analysis and considers all risk factors.	S
8. M&E: Presents sound assessment of the quality of the M&E system?	The section discussing M&E system at design and implementation had adequate details.	S
9. Finance: Reports on utilization of GEF funding and materialization of co-financing?	The report provided details on co-financing and disbursement level according to years of implementation.	S

10. Implementation: Presents a candid account of project implementation and Agency performance?	The implementation challenges at the beginning of the project were well documented.	S
11. Safeguards: Provides information on application of environmental and social safeguards, and conduct and use of gender analysis?	No gender analysis was presented in the terminal evaluation. The safeguards section was not sufficient for a project with deep community involvement.	MS
12. Lessons and recommendations are supported by the project experience and are relevant to future programming?	The lessons and recommendations were based on project experience.	S
13. Ratings: Ratings are well-substantiated by evidence, realistic and convincing?	Not all of the rating were appropriately based on evidence	MS
14. Report presentation: The report was well-written, logically organized, and consistent?	The report was terse and easy to read.	S
Overall quality of the report		MS

10. Note any additional sources of information used in the preparation of the terminal evaluation report (excluding PIRs, TEs, and PADs).

ANNEX 1. GEF IEO THEORY OF CHANGE FRAMEWORK

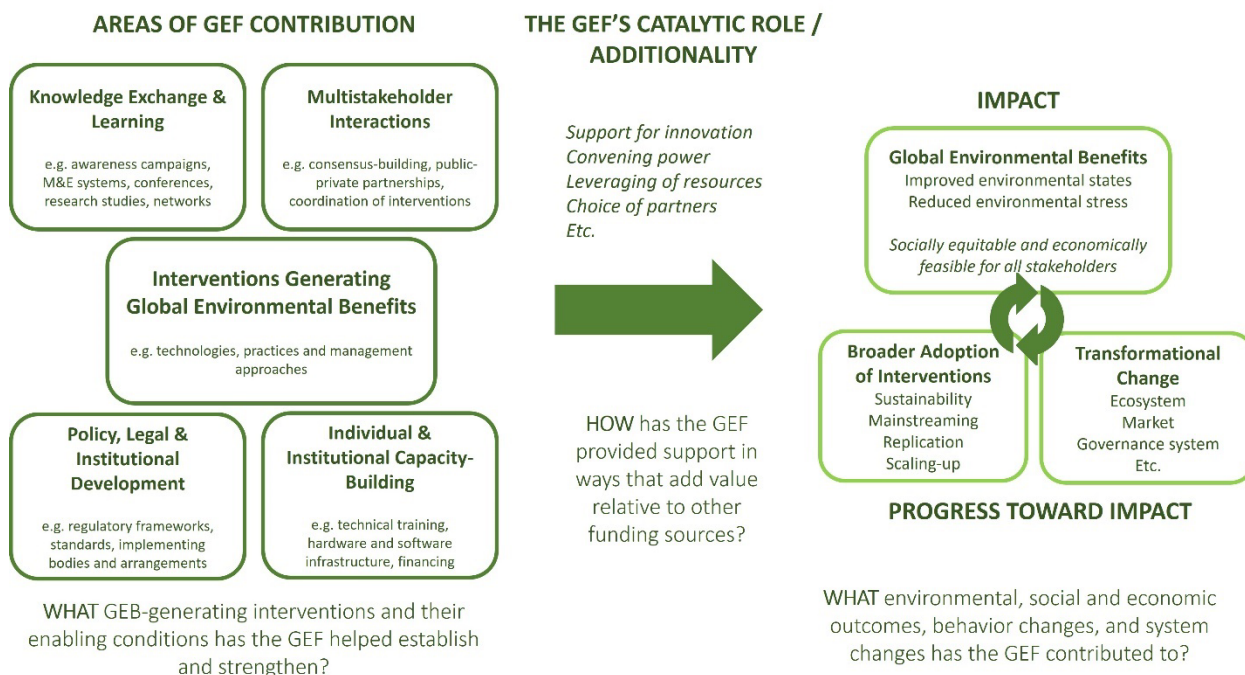


Figure 1. The GEF IEO's updated Theory of Change Framework on how the GEF achieves impact

The general framework for the GEF's theory of change (figure 1) draws on the large amount of evaluative evidence on outcomes and impact gathered over the years by the GEF Independent Evaluation Office. The framework diagram has been updated to reflect the IEO's learning since OPSS5 (GEF IEO 2014, p. 47-50) about how the GEF achieves impact, as well as the evolution of the GEF's programming toward more integrated systems-focused and scaled-up initiatives.

The framework outlines the three main areas that the IEO assesses in its evaluations: a) the GEF's contributions in establishing and strengthening both the interventions that directly generate global environmental benefits, and the enabling conditions that allow these interventions to be implemented and adopted by stakeholders, b) the GEF's catalytic role or additionality in the way that the GEF provides support within the context of other funding sources and partners, and c) the environmental, social and economic outcomes that the GEF has contributed to, and the behavior and system changes that generate these outcomes during and beyond the period of GEF support.

The circular arrow between impact and progress toward impact, as before, indicates how bringing about positive environmental change is an iterative process that involves behavior change (in the form of a broader group of stakeholders adopting interventions) and/or systems change (which is a key characteristic of transformational change). These three areas of change can take place in any sequence or simultaneously in a positively reinforcing cycle, and are therefore assessed by the GEF IEO as indicators of impact.

Assessing the GEF's progress toward achieving impact allows the IEO to determine the extent to which GEF support contributes to a trajectory of large-scale, systemic change, especially in areas where changes in the environment can only be measured over longer time horizons. The updated diagram in particular expands the assessment of progress towards impact to include transformational change, which specifically takes place at the system level, and not necessarily over a long time period.

The updated diagram also more explicitly identifies the link between the GEF's mandate of generating global environmental benefits, and the GEF's safeguards to ensure that positive environmental outcomes also enhance or at the very least do not take away from the social and economic well-being of the people who depend on the environment. Thus the IEO assesses impact not only in terms of environmental outcomes, but also in terms of the synergies and trade-offs with the social and economic contexts in which these outcomes are achieved.

ANNEX 2. DEFINITION OF TERMS

Intervention	Any programmatic approach, full-sized project, medium-sized project, or enabling activity financed from any GEF-managed trust fund, as well as regional and national outreach activities. In the context of post-completion evaluation, an intervention may consist of a single project, or multiple projects (i.e. phased or parallel) with explicitly linked objectives contributing to the same specific impacts within the same specific geographical area and sector. https://www.gefio.org/evaluations/gef-evaluation-policy-2019
Activity (of an intervention)	An action undertaken over the duration of an intervention that contributes to the achievement of the intervention's objectives, i.e. an intervention is implemented through a set of activities. E.g. training, (support to) policy development, (implementation of) management approach.
Outcome	An intended or achieved short- or medium-term effect of a project or program's outputs. https://www.gefio.org/evaluations/gef-evaluation-policy-2019
Impact	The positive and negative, primary and secondary long-term effects produced by a project or program, directly or indirectly, intended or unintended. https://www.gefio.org/evaluations/gef-evaluation-policy-2019
Environmental outcomes	Changes in environmental indicators that could take the following forms: <ul style="list-style-type: none"> • Stress reduction: reduction or prevention of threats to the environment, especially those caused by human behavior (local communities, societies, economies) • Environmental state: biological, physical changes in the state of the environment http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf
Social and economic outcomes	Changes in indicators affecting human well-being at the individual or higher scales, e.g. income or access to capital, food security, health, safety, education, cooperation/ conflict resolution, and equity in distribution/ access to benefits, especially among marginalized groups.
Synergies	Multiple benefits achieved in more than one focal area as a result of a <i>single intervention</i> , or benefits achieved from the interaction of outcomes from at least two separate interventions in addition to those achieved, had the interventions been done independently.

	http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016
Trade-offs	A reduction in one benefit in the process of maximizing or increasing another benefit. http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016
Broader adoption	The adoption of GEF-supported interventions by governments and other stakeholders beyond the original scope and funding of a GEF-supported intervention. This may take place through sustaining, replication, mainstreaming, and scaling-up of an intervention and/or its enabling conditions (see definitions below). http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf
Sustainability	The continuation/ likely continuation of positive effects from the intervention after it has come to an end, and its potential for scale-up and/or replication; interventions need to be environmentally as well as institutionally, financially, politically, culturally and socially sustainable. https://www.gefio.org/evaluations/gef-evaluation-policy-2019
Replication	When a GEF intervention is reproduced at a comparable administrative or ecological scale, often in different geographical areas or regions. http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf
Mainstreaming	When information, lessons, or specific aspects of a GEF initiative are incorporated into a broader stakeholder initiative. This may occur not only through governments but also in development organizations and other sectors. http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf
Scaling-up	Increasing the magnitude of global environment benefits (GEBs), and/or expanding the geographical and sectoral areas where they are generated to cover a defined ecological, economic, or governance unit. May occur through replication, mainstreaming, and linking. http://www.gefio.org/evaluations/evaluation-gef-support-scaling-impact-2019
Transformational change	Deep, systemic, and sustainable change with large-scale impact in an area of major environmental concern. Defined by four criteria: relevance, depth of change, scale of change, and sustainability. http://www.gefio.org/evaluations/evaluation-gef-support-transformational-change-2017
Additionality	a) Changes in the attainment of direct project outcomes at project completion that can be attributed to GEF's interventions; these can be reflected in an acceleration of the adoption of reforms, the enhancement of outcomes, or the reduction of risks and greater viability of project interventions. b) Spill-over effects beyond project outcomes that may result from systemic reforms, capacity development, and socio-economic changes. c) Clearly articulated pathways to achieve broadening of the impact beyond project completion that can be associated with GEF interventions. https://www.gefio.org/sites/default/files/ieo/council-documents/files/c-55-me-inf-01.pdf