

Terminal Evaluation Validation form, GEF Independent Evaluation Office

1. Project Data

Summary project data			
GEF project ID		5123	
GEF Agency project ID			
GEF Replenishment Phase		GEF-5	
Lead GEF Agency (include all for joint projects)		FAO	
Project name		Sustainable cropland and forest management in priority agro-ecosystems of Myanmar	
Country/Countries		Myanmar	
Region		Asia, Middle East & Pacific	
Focal area		Multifocal Area	
Operational Program or Strategic Priorities/Objectives		CCM-5: Promote conservation and enhancement of carbon stocks through sustainable management of land use and forestry. LD-3: Reduce pressures on natural resources from competing land uses in the wider landscape. SFM/REDD-1: Reduce pressures on forest resources and generate sustainable flows of forest ecosystem services.	
Stand alone or under a programmatic framework		Standalone	
If applicable, parent program name and GEF ID			
Executing agencies involved		Ministry of Agriculture, Livestock and Irrigation (MOALI); Ministry of Natural Resources and Environmental Conservation (MONREC)	
NGOs/CBOs involvement		AVSI, training curriculum developer Land Core Group, service provider Mangrove Service Network (MSN), service provider EcoDev, service provider	
Private sector involvement (including micro, small and medium enterprises) ¹			
CEO Endorsement (FSP) / Approval (MSP) date		4/6/2015	
Effectiveness date / project start date		7/1/2016	
Expected date of project completion (at start)		6/30/2021	
Actual date of project completion		3/31/2022	
Project Financing			
		At Endorsement (US \$M)	At Completion (US \$M)
Project Preparation Grant	GEF funding		
	Co-financing		
GEF Project Grant		6.183	6.183
Co-financing	IA own	2.194	
	Government	7.0	4.5
	Other multi- /bi-laterals	4.417	0
	Private sector		
	NGOs/CBOs		
	Other		
Total GEF funding		6.183	6.183

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](#))

Total Co-financing	13.611	4.5
Total project funding (GEF grant(s) + co-financing)	19.794	10.683
Terminal evaluation validation information		
TE completion date	7/21/2022	
Author of TE	Ivan Scott, Evaluation Manager at FAORAP	
TER completion date	12/24/2022	
TER prepared by	Nabil Haque	
TER peer review by (if GEF IEO review)	Neeraj Negi	

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 ²	GEF IEO Review
Project Outcomes	S	MS	MS	MS
Sustainability of Outcomes		MU	MU	MU
M&E Design		MU	MU	U
M&E Implementation		MS	MS	MU
Quality of Implementation		MS	MS	MU
Quality of Execution		S	S	S
Quality of the Terminal Evaluation Report			—	S

3. Project Objectives and theory of change

3.1 Global Environmental Objectives of the project:

The environmental objective of the project was not explicitly identified in the project documents. The environmental impact assessment section of the ProDoc mentions that the project is expected to have positive impacts on the sustainability of agricultural and forest resources, improving the integrity of ecosystems providing tangible environmental benefits such as biodiversity conservation, sustainable land management, and climate change mitigation and adaptation (p.66 of Prodoc).

3.2 Development Objectives of the project:

The development objective of the project is to build capacity of farming and forestry stakeholders to mitigate climate change and improve land condition by facilitating the adoption of climate smart agriculture and sustainable forest management policies and practices (p.2 of CEO Endorsement Request).

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)?

The environmental objectives were not clear for the project, and the targets for the global environmental benefits were revised. The original indicators of area covered, and tons of CO₂ equivalent

² The terminal evaluation was managed by the FAO's Office of Evaluation, therefore, the ratings provided in the terminal evaluation are repeated as the ratings by the Office of Evaluation.

avoided within the project lifetime of three years was unreasonably high for a capacity building and demonstration project.

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.

The project did not construct a theory of change during design stage, although summarized version was produced following recommendations of Mid Term Review. The ProDoc identified persistent management capacity gaps and insufficient legal regulatory and institutional framework as the main barriers for continuing land and forest degradation. The project aims to update several policies, laws and regulations (PLRs) and introduce digital and participatory mapping support up to township level. Models for Climate Smart Agriculture (CSA) practices will be demonstrated enhancing carbon storage in three priority agroecosystems. Capacity gaps will be addressed through establishment of a knowledge center, conducting Training Needs Assessments at different jurisdictional levels, and developing handbooks and training curricula. The terminal evaluation was very critical of logic that a cadre of well-trained government staff could overcome significant under-resourcing (staffing and budgeting) and achieve broad scale land-based targets within five years (p.10 of TE).

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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Although the project document had some good concepts related to integrated approaches to land management, it was also overambitious and inconsistent. The major premises underlying the project design were incorrect. While building skills and capacities through training programs are useful, this would not have resulted in broad scale implementation and the achievement of massive emissions targets. This project is well-aligned with Government of Myanmar's Climate Smart Agriculture Strategy (2015) and Agricultural Development Strategy (2018). Direct project support was solicited to update the 2018 Forest Law, making many of the project activities highly relevant. However, the potential to achieve similar impact was limited for agricultural policies as intended in the project design as they were already revised by the time the project started changing framework conditions. At the field level, farmers' adoption of climate smart agricultural practices was found to be beneficial. The project is consistent with Sustainable Forest Management strategy of GEF-5 phase by building synergies across land degradation and climate change mitigation focal areas. This review assigns a 'satisfactory' rating for relevance and coherence.

4.2 Effectiveness	MU
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The approach of the project operating in silos resulted in not having a strategy to deliver integrated Sustainable Land Management (SLM) outputs. The government of Myanmar already made substantial changes to policies, laws and regulations before project inception reducing the scope of further contribution from the project. The project's contribution to the 2018 Forest Rules was an important achievement, as well as the inclusive and consultative approach to define and validate the Forest Rules (p. 14 of TE). A training curriculum and a manual was developed on SLM Law and Policy Framework, but its use is uncertain in the post political conflict period. The village level land use policy exercises were halted due to lack of legal recognition for the rural structures, and the government also did not establish the Land Use Advisory Committees at township level which could have unofficially endorsed boundaries or plans. Technical exercises with pilot townships created digital mapping of the townships' land use. Several Training of Trainers (ToT) workshops for township extension staff were conducted which were found useful for capacity development. A Climate Smart Agriculture (CSA) Centre has been established at Yezin Agricultural University (YAU), and a curriculum was developed on improved cropping land management through a participatory process. Through Farmer Field Schools (FFS) many of the CSA practices promoted were adopted by the farmers, but their climate benefits are difficult to assess without regular monitoring along with the various levels and locations of adoptions. Due to lack of a robust theory of change for the project, and the difficulties in implementation, outcome indicators were redefined multiple times and the targets were also changed. The terminal evaluation notes that without such changes, delivery of outputs and outcome would have been moderately unsatisfactory (p.28 of TE).

4.3 Efficiency	MS
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The delayed start of the project affected the efficiency of the project in delivering results. Due to limited budget allocation, the project was not able to use appropriate expertise in integrated sustainable forest management. Consequently, an integrated approach to cropping land and forest management could not be implemented in a coordinated manner. The project design was ambitious, but the project did not have adequate time and resources to effectively execute participatory land use planning exercises at the village level. Although the project maintained arrangements to ensure participatory inputs from the village communities, the focus of participatory land use planning shifted to townships. The project overachieved its targets for farmer field school participation and area coverage through the intervention, but the terminal evaluation assesses the farmer field school approach to be cost inefficient as it does not directly deliver conservation benefits or enhance carbon stocks in agricultural lands (p.29 of TE). Because of the pandemic and political turmoil, the project was able to save costs. This review is changing the terminal evaluation's rating of efficiency from 'satisfactory' to 'moderately satisfactory'.

4.4 Outcome	MS
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The project had design flaws connecting inputs with the outcomes in a logical manner, leading to revision of milestones and targets after mid-term review. The revised targets were mostly met, and in

the case of farmers field school participation targets were exceeded. However, the overall land and emissions targets at outcome and objective level were not met within the project's lifetime (p.43 of TE). Technical input for Forest Rules 2018 and activities of the knowledge center activities to promote climate smart agriculture are notable results of the projects. Training provided to township officers on land use planning, and farmers on climate smart approaches are expected to yield local benefits beyond project duration. However, challenging external circumstances under emergency rule are likely to minimize long term impacts of the project. This review is assigning a 'moderately satisfactory' rating for the outcome.

4.5 Sustainability	MU
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The terminal evaluation rated sustainability of the project to be 'moderately unlikely' if emergency rule continues beyond 2022. This review concurs with this conditional observation. Apart from the project design flaws and delays in implementation, political instability and resource problem of line ministries pose significant risks to sustainability. Specific outputs such as developed curriculum and knowledge center are likely to sustain, but resource and coordination intensive activities are unlikely to remain. Financial risks are significant as making predictions about budget allocations to the different ministries under emergency rule is difficult. Despite the adoption of useful, low-cost climate smart agricultural practices by farmers, major changes are likely to be constrained by investment limitations, labor shortages and limited marketing potential of adapted varieties (p.31 of TE). Land governance and land tenure security was not settled in Myanmar prior to the political crisis, and this is likely to remain the case during emergency rule. There are moderate institutional risks due to township agriculture and forestry offices having staff levels that are below quota. Replication projects by other agencies are also unlikely under the current political circumstances.

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?

FAO co-financing letter promised in-kind financing from two related projects. However, implementation of this project started after those two projects ended, which resulted in no financing materializing from those projects. The contribution of the government ministries was 4.5 million against an expected 7 million. The terminal evaluation provides reasons relating to COVID travel and meeting restrictions since 2020, and the post-political crisis that also reduced government involvement in the project (p.39 of TE). Alternatives sources of co-financing were not sought by FAO.

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 had an initial duration of 5 years ending in June 2021, which was extended to May 2021 due to a delayed start and recommendations for extension made during mid-term review. The political crisis in Myanmar from 1st February 2021 significantly affected the implementation of the project. The political crisis slowed down work in the forestry sector and will affect sustainability of project outcomes, as land governance and land tenure security are crucial for realizing targets of national forestry master plan. Following recommendation of the GEF Secretariat, FAO suspended all FAO implemented GEF projects in Myanmar. For this project, 31st December 2021 was set as project activities termination date, while allowing three more months to complete terminal evaluation.

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.

Several activities that were inclusive and participatory at the beginning of the project were affected by the political crisis. There was a high level of involvement at national level ministry official which continued during COVID lockdown. Committed NGOs involved in the project as service providers have continued to provide support for climate smart agriculture to village stakeholders after the end of the project. United Nations Country Team principles of engagement forbade contact post-political crisis.

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.

Environmental and social safeguards concepts or plans were not utilized in the project, although a gender analysis was completed. Results of the analysis found that the project lacked an adequate gender approach (p. 36 of TE). For several farmer field schools, beneficiaries were male only. The project did not fully apply GEF or FAO policies on indigenous peoples that provides guidance on project activities that engage indigenous peoples. The terminal evaluation noted that safeguards should be in place as the activities undertaken affected indigenous people's land-based livelihoods in Chin state (p.38 of TE).

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	U
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The M&E design had several weaknesses. Preliminary indicators were unreasonable for a project of this nature. On the indicator *"Township-wide Land Use Plans updated and adopted to fully integrate Climate Smart Agriculture, Sustainable Land and Sustainable Forest Management"* the terminal evaluation noted

that something that does not exist cannot be updated. Although the outputs were reasonably formulated, most of their indicators were either unspecified or not SMART (p.29 of MTR). Many of the weaknesses in the project's M&E design were addressed only after the Mid Term Review. Even at the middle of implementation stage, the global environmental benefit indicators chosen were direct and indirect lifetime greenhouse gas emissions avoided; carbon captured from forest and non-forest interventions; spatial coverage of integrated natural resource management practiced in wider landscapes; and land cover delivering global environmental benefits. For a project with more enabling activities, the relationship between activities and these indicators were not straight forward.

6.2 M&E Implementation	MU
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Project implementation reports were prepared and submitted, and a mid-term review was conducted. The introduction and implementation of FAO's Monitoring, Evaluation and Learning (MEAL) plan after the mid-term review improved the project's M&E. However, the MEAL plan did not make the indicators SMART (p.34 of TE). The system developed too late and was heavily oriented towards surveys to collect 'satisfaction' data on the effects of climate smart agriculture. The project undertook several surveys to understand how farmer livelihoods might be affected by the government-imposed travel and meeting restrictions, while a planned survey of government officers could not be undertaken as a result of the political crisis. The terminal evaluation's rating of 'moderately satisfactory' is changed to 'moderately unsatisfactory'.

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	MU
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The project management unit initially had high staff turnovers and key personnel in senior roles. This resource constraint along with the flawed design of the project was managed through clear annual workplans. FAO also maintained good budgetary control and oversight over the lifetime of the project. The terminal evaluation notes that mistakes and inconsistencies in the project document should have been addressed by FAO during project inception. Given the complexity of the targeted sectors, they should have brought onboard appropriate and adequate staff. The terminal evaluation gave a 'moderately satisfactory' rating for project implementation which is revised in this review to 'moderately unsatisfactory'. The terminal evaluation provides enough reasonings warranting the change of rating. The lack of a centralized monitoring system in the early years of project implementation is a major factor. Without it, the project management unit and major stakeholders were not able to assess

lessons from piloting various CSA measures, which ultimately affected their replication and upscaling. The lack of an adequate M&E system also limited adaptive management approaches that are often required when implementing a project with such scope and complexity (p.30 of MTR).

7.2 Quality of Project Execution	S
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As executing partners, both MoNREC and MoALI made decisions in an inclusive and transparent manner. Until the political crisis in 2021, the PMU and executing partners including other government agencies had close working relationships. This facilitated development of Terms of References and Letter of Agreements with NGOs that were involved with the project as service providers. The terminal evaluation found all administrative functions of the project, including communications with FAO, to be satisfactory. This review concurs with the terminal evaluation rating for project execution.

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.

- i) For a project designed for capacity building and its institutionalization in the forestry sector of a least developed country, it should not be expected to achieve broad scale implementation within four to five years.
- ii) Local beneficiaries' adoption of different agricultural or forestry management practices are based on many factors beyond "profitability," and differences are to be expected within the same locality.
- iii) For integrated land management approaches, projects must demonstrate integration within components to avoid operating in silos.

8.2 Briefly describe the recommendations given in the terminal evaluation.

The terminal evaluation offered several recommendations for future GEF programming –

- i) Projects should be vetted during design for including a centralized monitoring system with SMART indicators instead of having M&E become an "add on" later in the implementation phase. Checking the validity of the results framework is even more important for projects experiencing long delays between formulation and start of project.
- ii) Project exit and sustainability strategies can be devised by the mid-term review stage. Furthermore, ideas on sustainability should be integrated in the project's design framework. This can account for the available institutional resource base needed for replication and scalability of project-piloted approaches.
- iii) Major assumptions and barriers to implementation should be considered in the Theory of Change, and its logic should be revalidated over time to check if adjustments are needed for outputs and outcomes.

- iv) There should be an ex-post study done to ascertain emission reductions were achieved by the project, against initial targets.

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?	The report was submitted within five months after project completion.	S
2. General information: Provides general information on the project and evaluation as per the requirement?	The background information was adequate to understand the context of the project and the difficulties it experienced during emergency rule.	S
3. Stakeholder involvement: the report was prepared in consultation with – and with feedback from - key stakeholders?	Although the terminal evaluation was done in a difficult circumstance, it was able to combine input from various stakeholders.	S
4. Theory of change: provides solid account of the project's theory of change?	As the project's ToC was developed after midterm review, there should have been more details about its development.	MS
5. Methodology: Provides an informative and transparent account of the methodology?	The methodology and its limitation were transparently discussed.	S
6. Outcome: Provides a clear and candid account of the achievement of project outcomes?	The discussion on the outcome was grounded and granular, making it easier to understand which effects will remain after project ends.	S
7. Sustainability: Presents realistic assessment of sustainability?	The conditional assessment was done understanding the political realities.	S
8. M&E: Presents sound assessment of the quality of the M&E system?	There were less details about the development of M&E system following the midterm review.	MS

9. Finance: Reports on utilization of GEF funding and materialization of co-financing?	The financial aspects of the project were not sufficiently detailed in the terminal evaluation.	MU
10. Implementation: Presents a candid account of project implementation and Agency performance?	The implementation challenges were described well documenting both project level internal problems as well as major external issues of pandemic and political crisis.	S
11. Safeguards: Provides information on application of environmental and social safeguards, and conduct and use of gender analysis?	The report was critical about the lack of implementation of safeguards, pointing out the context, needs and opportunities for their use.	S
12. Lessons and recommendations are supported by the project experience and are relevant to future programming?	The lessons and recommendations are highly relevant for future programming.	S
13. Ratings: Ratings are well-substantiated by evidence, realistic and convincing?	Several rated items had to be revised based on the experience described in the project documents.	MS
14. Report presentation: The report was well-written, logically organized, and consistent?	The report was easy to read and understand.	S
Overall quality of the report		S

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

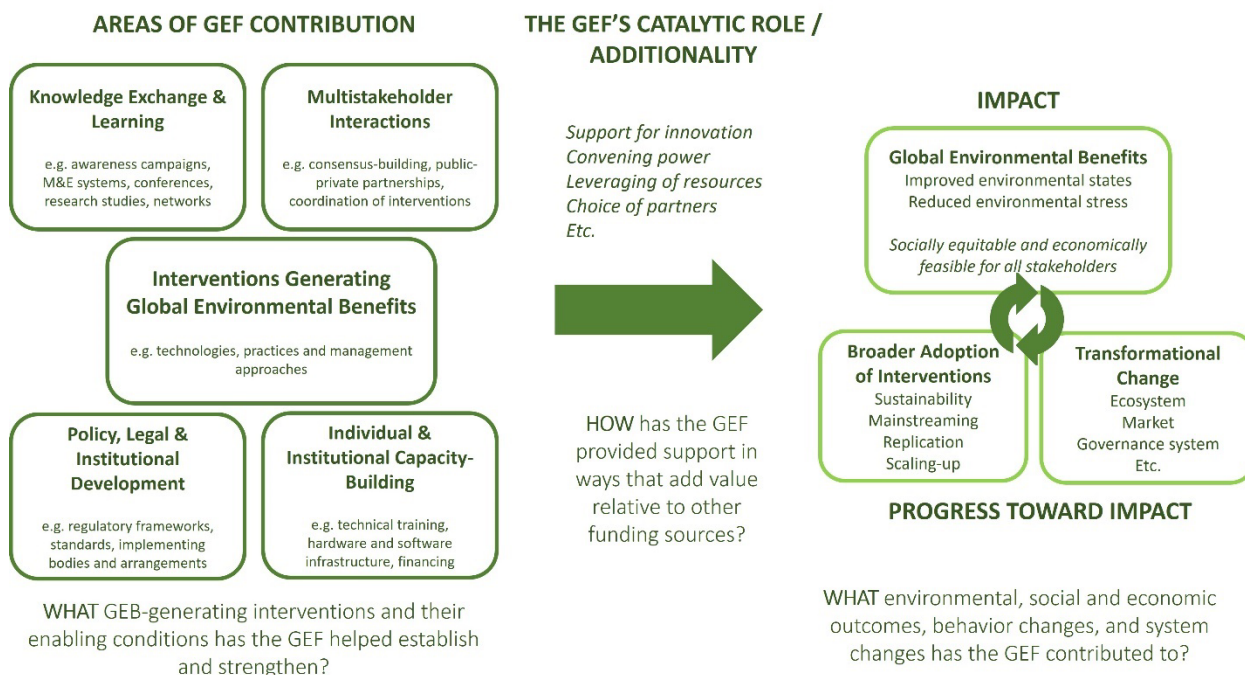


Figure 1. The GEF IEO's updated Theory of Change Framework on how the GEF achieves impact

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