

Terminal Evaluation Validation form, GEF Independent Evaluation Office

1. Project Data

Summary project data			
GEF project ID		5209	
GEF Agency project ID		P-SL-E00-003	
GEF Replenishment Phase		GEF-5	
Lead GEF Agency (include all for joint projects)		African Development Bank	
Project name		Sierra Leone Water Supply and Sanitation Project	
Country/Countries		Sierra Leone	
Region		Africa	
Focal area		Climate Change	
Operational Program or Strategic Priorities/Objectives		CCA-1 – Outcome 1.2: Reduced vulnerability to climate change in the water and sanitation sector CCA-2 – Outcome 2.1: Increased knowledge and understanding of climate variability and change-induced threats at country level and in targeted vulnerable areas CCA-2 – Outcome 2.2: Strengthened adaptive capacity to reduce risks to climate-induced economic losses CCA-3 – Outcome 3.1: Successful demonstration and deployment of relevant CCA-3 – Outcome 3.2: Enhanced enabling environment to support adaptation-related technology transfer	
Stand alone or under a programmatic framework		Standalone	
If applicable, parent program name and GEF ID		N/A	
Executing agencies involved		Sierra Leone Water Company (SALWACO)	
NGOs/CBOs involvement		Local communities, including schools and community clinics: beneficiaries Five NGOs: consultants	
Private sector involvement (including micro, small and medium enterprises) ¹		Various private contractors: secondary executing agencies	
CEO Endorsement (FSP) /Approval (MSP) date		10/20/2016	
Effectiveness date / project start date		2/17/2014	
Expected date of project completion (at start)		12/31/2018	
Actual date of project completion		12/30/2021	
Project Financing			
		At Endorsement (US \$M)	At Completion (US \$M)
Project Preparation Grant	GEF funding	0.2	0.2
	Co-financing	0.23	0.23
GEF Project Grant		4	3.646
Co-financing	IA own	34.456	30.944
	Government	1.776	1.776
	Other multi- /bi-laterals	-	-
	Private sector	-	-
	NGOs/CBOs	-	-
	Other	-	-

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 GEF funding	4.2	3.846
Total Co-financing	36.462	32.95
Total project funding (GEF grant(s) + co-financing)	40.662	36.796
Terminal evaluation validation information		
TE completion date	12/19/2022	
Author of TE	Janet Atim, Collins Annoh	
TER completion date	12/10/2023	
TER prepared by	Emanuele Bigagli	
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	N/A	S		MS
Sustainability of Outcomes		MU		ML
M&E Design		S		MS
M&E Implementation		S		MS
Quality of Implementation		S		S
Quality of Execution		S		MS
Quality of the Terminal Evaluation Report				MS

3. Project Objectives and theory of change

3.1 Global Environmental Objectives of the project:

The objective of the project was to “Building resilience to climate change in the water and sanitation sector” in Sierra Leone (GEF CEO approval, p. 3).

3.2 Development Objectives of the project:

The project development objective was to increase sustainable access to safe water supply from 40% to 49%, and access to improved sanitation from 7% to 13% in rural Sierra Leone, including improved sanitation access for 91,000 school children; and to develop a comprehensive national framework for rural water supply and sanitation investments (TE, p. 2).

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 TE (p. 15) mentions that some minor changes were performed in some outputs and related targets, following the results of the MTR, and due to the withdrawal of funding from the United Kingdom Department for International Development.

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.

- **Problem:** low share of population with access to safe water and sanitation, resulting in high infant mortality and cholera epidemics.
- **Barriers:** (a) lack of a comprehensive strategy and investment plan; (b) limited national and local level institutional capacity; (c) weak sector coordination among both Government agencies and Development Partners; (d) absence of an effective sector monitoring and evaluation infrastructure; (e) lack of a sense of community ownership which adversely impacts sustainability of constructed facilities; and (f) frequent outbreaks of cholera, especially in riverine areas, where ground conditions do not allow delivery of traditional water supply and household sanitation technologies. (TE, p. 15).
- **Strategy:** (1) Water supply and sanitation infrastructure; (2) National Rural Water Supply and Sanitation Program Development; (3) Capacity building; (4) Project Management.

- Outcomes: (1) Increased number of people with improved access to safe water supply and basic sanitation; (2) Better managed water and sanitation sector; (3) Improved wash knowledge, attitudes and practices & improved capacity to deliver sustainable rural water supply and services.

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	S
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The TE rates relevance as Highly Satisfactory, and this review rates it as Satisfactory. The project was relevant to GEF, implementing agency and national policies, plans and needs; it was well designed, and the limitations in gender mainstreaming were partially compensated.

The project contributed to achieving Sustainable Development Goal 6 on water supply, sanitation, and hygiene. The TE (p. 55) briefly mentions that the project was aligned with GEF global environmental objectives of climate change adaptation and resilience, without further assessing the relevance to specific GEF plans and priorities. To this respect, the project document specifies that the project was aligned with GEF Climate Change Objective 1, Outcome 1.2 (*Reduced vulnerability to climate change in the water and sanitation sector*), Objective 2, Outcome 2.1 (*Increased knowledge and understanding of climate variability and change-induced threats at country level and in targeted vulnerable areas*) and Outcome 2.2 (*Strengthened adaptive capacity to reduce risks to climate-induced economic losses*), and Objective 3, Outcome 3.1 (*Successful demonstration and deployment of relevant adaptation technology in targeted areas*) and Outcome 3.2 (*Enhanced enabling environment to support adaptation-related technology transfer*). The project was aligned with the AfDB Ten Year Strategy and High Fives, and the Operational Priorities focusing on economic growth. At national level, the project was fully aligned with the 2013-2017 Agenda for Prosperity, the 2019-2023 Medium-Term National Development Plan, and the national water-related policies and strategies (TE, p. 20). The project was relevant to beneficiary needs.

The design was clearly formulated (TE, p. 55), sound, and conducive to achieving the results of the project. National and local stakeholders were extensively consulted during preparation (TE, p. 15); their inputs informed the choice of project area, interventions, and the design of procurement, implementation and monitoring arrangements (TE, p. 16). Moreover, the project design included their involvement in the validation of outcomes (TE, p. 15). Although the project did not include a systematic approach to gender mainstreaming which would allow to prepare a gender mainstreaming action plan and provide adequate resources to implement activities to close the gender gap, it included some provisions for the inclusion of women in local committees, the provision of training to women and youth, and the inclusion of women in the training of professionals (TE, pp. 30-31).

4.2 Coherence	S
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The TE does not rate coherence. Based on the limited elements included in the TE, this review rates it as Satisfactory. The project’s logic was clear and based on previous related projects.

The project was designed building on the experience and lessons of the five projects that the AfDB funded to support the water sector in Sierra Leone since 1969 (TE, p. 19). Its design was conducive to achieving project results (TE, p. 55).

4.3 Effectiveness	MS
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The TE rates effectiveness as Satisfactory, and this review rates it as Moderately Satisfactory. The project achieved the majority of the set targets at the outcome and output levels.

The project achieved 93% of the outcome targets on average, with 70% of these that were achieved or exceeded, and the remaining ones that are on course to be achieved (TE, p. 47). At output level, 74% of the output targets were fully achieved or exceeded, and 13% were significantly achieved or on track to be fully achieved (TE, p. 47).

Component 1: Water Supply and Sanitation Infrastructure. The project exceeded the targets related to access to improved water resources (53% and 720,000 people, against a target of 49% and 625,000 people) and the building of additional HH (25,371 against a target of 22,700). However, it failed to achieved the target set for access to improved sanitation in rural areas (10%, against a target of 13% of population). As for outputs, 5 targets related to Output 1 (new water points constructed/rehabilitated) were achieved or exceeded, and 2 were partially achieved. All targets for Output 2 (institutional toilets) were achieved, while for Output 3 (water monitoring and evaluation infrastructure) 1 target was exceeded and 1 was partially achieved. Finally, for Output 4 (Appropriate Water Supply and Sanitation Technologies for Riverine Areas Constructed), the project did not achieve the target of number of toilets (3.3% of the original target) and of safe water points (67% of the original target), due to delays in the approval of design and the limited social acceptance of ecosan technology.

Component 2: National RWSS Program Development. The project successfully established a Joint Government/Donor Partner sector Working Group, which had regular meeting despite the Ebola virus disease crisis of 2014-2015 and the outbreak of Covid-19. However, the target of holding regular quarterly meetings of the Functional Sector Donor Coordination Group was not achieved, as only 2 such meetings were held (out of the planned 16), because of the Ebola and Covid-19 crises. All Output indicators related to this component were achieved, apart from those related to some field and office equipment, and the Annual performance reviews that were cancelled due to Covid-19.

Component 3: Capacity Building. The target of additional Households with latrine was exceeded (25,371; target: 22,700), while 2 other targets were achieved (1,088 additional ODF communities mobilized and sensitized against a target of 1,000, and a 0% incidence of cholera since 2018). No data were available to evaluate the achievement of the 3% incidence of diarrhea. Finally, despite the significant improvements in the rehabilitation of several water points and the procurement and installation of 150 HPs, the target

of water point functionality rate of 75%-80% was only partially achieved (72%). All Output indicators related to this component were achieved.

4.4 Efficiency	MS
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The TE rates efficiency as Satisfactory, and this review rates it as Moderately Satisfactory. The project was overall cost-effective, although it faced challenges in procurement and faced delays that required a 3-year extension.

GEF’s funds were planned to finance climate change adaptation interventions, including infrastructure development and capacity building, covering 9% of total project cost (TE, p. 9). Their ratification was delayed, and AfDB funds were significantly disbursed to compensate for this issue and allow the start of the activities, including support to the Water, Sanitation and Hygiene infrastructure development and capacity building (TE, p. 24). Afterwards, GEF funding started to be disbursed; as of April 2022, only 2.8% of the GEF resources were not yet disbursed (TE, p. 21). Based on the achievement of the set targets, the present review evaluates that the project was cost-effective.

The project faced some challenges in procurement, including unnecessary delay in processing payments for certified works, failure to abrogate and re-award contracts of non-performing contracts, and delayed approval of detailed engineering designs and could not meet the related timelines. Finally, all planned procurement was executed. The Ebola virus outbreak exacerbated this situation, and led to a 3-years delay for the completion of the majority of activities (TE, p. 21).

4.5 Outcome	MS
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The TE rates outcomes as Satisfactory, and this review rates it as Moderately Satisfactory. The project was relevant and coherent both internally and with previous interventions; it was cost-effective, although it experienced significant delays due to external factors, and did not achieve all the set targets, especially in relation to basic sanitation.

Environmental impacts. The project contributed to improve the monitoring of surface water and groundwater, thanks to the installation of monitoring stations and rainfall gauges (TE, p. 38).

Socioeconomic impacts. The project improved access to safe water supply by 13% (thus exceeding the original target of 9%) and basic sanitation by 3% (against an original target of 6%, which was not achieved). In total, about 720,000 people benefitted from the rural water supply interventions, and 25,371 households were provided access to safe basic sanitation (TE, p. 47). This contributed to reduce the incidence of water-borne diseases such as cholera and diarrhea, among children (TE, p. 49), although official data on diarrhea were not gathered or reported by the project. In parallel, despite the significant progress made to improve the functionality rate of water points through the rehabilitation of several existing facilities and the installation of new hand pumps, the target related to basic sanitation was not met (TE, p. 47). The project achievements benefitted especially women and children, who are the main actors fetching water for domestic use. Moreover, as girls are usually responsible to fetch water for the households, the increased access to school sanitation is expected to facilitate this duty and increase the

opportunities for their school enrolment (TE, p. 31). The Sierra Leone Water Company encouraged contractors and service providers to increase female employment, contributing to reduce their vulnerability to sexual exploitation, abuse and harassment (TE, p. 31).

Enabling conditions. The project increased the awareness for improved Water, Sanitation and Hygiene, as well as the capacities of WASH committees and artisans, ensuring women and youth participation and empowerment for the sustainable management of the WASH infrastructure (TE, p. 47). More in detail, the project strengthened the capacities of WASH professionals at national and local levels, coaching and providing on-the-job training support, community empowerment, including community level WASH education and sensitization campaigns and training of trainers, setting-up and training of WASH Committees, and technical and business skills training including training of artisans (TE, p. 51).

Unintended impacts. The TE does not report any unintended impacts of the project.

4.6 Sustainability	ML
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The TE (p. 8) rates sustainability as Moderately Unlikely, and this review rates it as Moderately Likely. The project benefits are more likely to continue than abate, despite the presence of financial risks. The TE provides an inconsistent rating of project sustainability and of each component, rating it also as Moderately Likely (TE, p. 52).

Financial. Although the TE (p. 51) rates financial sustainability as moderately likely, some financial risks are presented, related to the need to ensure the continuous financing of the rural water and sanitation sub-sector by the government beyond project closure, to improve Operations & Management and to support the repair and expansion (TE, p. 49) of some facilities that require minor interventions to be completed (TE, p. 21), for an estimated amount of USD 595,500 per year (TE, p. 24). Also, the Statistics Sierra Leone and the Ministry of Health need to ensure funds (either by the government or by donors) to complete the field surveys to enable impact monitoring and support a better assessment of the project impact (TE, p. 50). Another financial risk is represented by the high default rate in revenue collection to fund repair and maintenance of WASH infrastructure, especially in smaller communities, whose implementation depends on the transfers from the government (TE, p. 50).

Sociopolitical. The socioeconomic impacts of increased access to water sanitation are expected to be sustained in the future, contributing to improving girl school enrolment and to improved possibilities for skilled jobs and small business creation (TE, p. 52). The training and capacity building activities of the project are expected to ensure the continued use of the infrastructures put in place by the project in the future (TE, p. 51).

Institutional framework and governance. Institutional sustainability is moderately likely (TE, p. 51). The partnerships built during project implementation among stakeholders are expected to be sustained in the future thanks to continuous engagement and dialogue, and the participation in local coordination meetings (TE, p. 52).

Environmental. The TE evaluates environmental and social sustainability in a non-coherent way, as both moderately likely (TE, p. 52) and as moderately unlikely (TE, p. 8). Moreover, it does not provide any elements related to environmental risks or sustainability to support either of these two ratings.

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 amount of co-financing committed at CEO endorsement was equal to USD 36.232 million. AfDB materialized a total of USD 30.944 million (TE, p. 1), i.e., about 90% of the USD 34.456 million originally committed, which covered 87% of total project cost (TE, p. 9). As specified in the TE (p. 1), this included an ADF loan of USD 11.1 million (committed amount: USD 13.598 million), an ADF Grant of USD 4.165 million (committed amount: USD 4.281 million), an FSF Grant of USD 8.847 million (committed amount: USD 12.7 million, including a funding of GBP 5.7 million from the United Kingdom Department for International Development that was not materialized), and an RWSSI-TF Grant of USD 6.825 million (committed amount: USD 7.057 million). The Government of Sierra Leone materialized 100% of the committed co-financing of USD 1.776 million, which was used to cover salaries and a portion of the cost of office supplies and operation of vehicles (TE, p. 9). The TE does not explain the reasons for differences in the materialization of the co-financing, nor does it evaluate their impact on the project outcomes.

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 was extended twice due to the negative consequences of two outbreaks of the Ebola virus, for a total project implementation period of 8 years instead of the 5 years originally envisaged (TE, p. 20).

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.

All stakeholders were effectively engaged during project preparation and implementation. The partnership arrangements created during implementation are expected to continue after project termination through the organization of local coordination meetings (TE, p. 52). District councils and beneficiary communities showed active involvement and a sense of ownership (TE, p. 53).

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 outbreak of the Ebola virus during the period 2014-2016 required the suspension of project activities and disbursements, hampering the achievement of outcome target 2.2 (2 regular meetings of the donor coordination group out of the 16 planned), and entailed the request of two project extensions. Also, Ebola and COVID-19 had a negative impact on achieving effective sector coordination (TE, p. 48), as they implied the cancellation of the Annual Sector Reviews for 2018 through 2020 (TE, p. 33).

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 TE rates M&E design as Satisfactory, and this review rates it as Moderately Satisfactory. The M&E plan was solid and the indicators were generally appropriate, although there were weaknesses related to measuring gender mainstreaming.

The M&E plan included SMART indicators with related baselines, targets, and means of verification (TE, p. 27). However, the indicators tracking capacity building focused on the number of people trained, and did not monitor the progress made towards the enhancement of their capacities (TE, p. 28). Also, the M&E plan did not include adequate tools and resources to comprehensively measure gender mainstreaming, which were limited to measuring the number of women trained or appointed in local water and sanitation management committees (TE, p. 28).

6.2 M&E Implementation	MS
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The TE rates M&E implementation as Satisfactory, and this review rates it as Moderately Satisfactory. The M&E plan was implemented as expected, with some delays and limits in reporting, and the weaknesses were addressed during implementation, as advised by the MTR.

M&E activities were satisfactorily implemented (TE, p. 28), following the M&E plan. Sierra Leone Water Company (SALWACO), the executing agency of the project, had a dedicated M&E officer to ensure field data collection and reporting, while at local level District Councils gathered data and prepared periodical reports (TE, p. 27). There were delays in the submission of the 2017 and 2018 Annual Audit Reports. The monitoring and reporting on environmental and social safeguards was inadequate, and the related Compliance Audit was not satisfactorily completed (TE, p. 22). This contributed to the suspension of project disbursements for 9 months (TE, p. 52). The MTR proposed some corrective actions or mitigations measures, the majority of which were implemented

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	S
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The TE rates quality of implementation as Satisfactory, and this review concurs. The implementing agency performed as expected, providing good guidance, control, engagement, supervision, technical support and assistance, with only minor weaknesses in communication with the executing agency.

The project was implemented by the African Development Bank (AfDB). AfDB worked closely with the Executing Agency during project formulation and appraisal; it provided strong guidance on Bank procedures and solid control to ensure compliance with requirements on procurement, disbursement and financial management. AfDB had a satisfactory engagement into the project, and provided timely responses that facilitated the satisfactory accomplishment of project appraisal. Moreover, it provided satisfactory supervision and progress monitoring. It provided effective technical support and assistance, including the organization of periodical meetings to address implementation challenges. Also, the AfDB played an active role in ensuring project extension, and encouraged the Executing Agency to expedite action to meet procurement and disbursement deadlines (TE, p. 47). On a negative side, AfDB provided unsatisfactory responses to requests from the Executing Agency, sometimes with a delay of more than 12 weeks (TE, p. 22).

7.2 Quality of Project Execution	MS
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The TE rates quality of execution as Satisfactory, and this review rates it as Moderately Satisfactory. The executing agency met the expectations, providing satisfactory implementation, good technical support, although with some shortcomings and weaknesses.

Sierra Leone Water Company (SALWACO) was the Executing Agency of the project. It was responsible for overall project management, including procurement and financial management, and provided technical and institutional support. SALWACO complied with the requirements of the AfDB for procurement, disbursement and financial management, although there were initial challenges with compliance, which entailed the failure to comply with repeated AfDB recommendations (in 2018 and 2019) and the subsequent suspension of project disbursement for 9 months. SALWACO provided satisfactory project implementation, monitoring and reporting, generally in line with the existing requirements, although some reports had inadequate content and were sometimes delayed. Moreover, it provided laudable technical support to District Councils. Other shortcomings in project execution include an inadequate attention to ensure timely training of sector professionals; inadequate implementation of the requirements of the Environmental and Social Management Plan; failure to ensure timely abrogation of

non-performing contracts, and retrieval and refund of funds advanced to commercial banks of the non-performing contractors, despite the repeated representations made by the AfDB; and the delayed processing and approval of disbursement requests, which affected payments and implementation progress (TE, p. 23).

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.

The TE (p. 6) provides the following lessons:

- In spite of clear formulation and adequacy of project design, achievement of project development objectives and desired outcomes is dependent on the implementation arrangements, and implementation capacity which in turn is driven by staff qualification, experience and level of motivation.
- Clear identification of implementing partners and clarification of their respective roles and responsibilities at project appraisal and inception ensure timely and successful project implementation.
- Effort to build sector capacity through staff training and institutional strengthening may not yield the desired results unless:
 - Government demonstrates adequate commitment by prioritizing and mobilizing adequate resources for sector investments;
 - National sector capacity building strategy and action plan are developed to facilitate staff training;
 - Training Institutions develop appropriate curricula and provide adequate training based on short- and long-term courses; and
 - Sector institutions are adequately resourced to provide mandated services.
- Unduly delayed completion of procurement processes for goods, works and services, and untimely Executing Agency requests and Bank processing of such requests, negatively affect implementation progress and early achievement of project results. Delayed completion may cause contract prices to escalate without possibility of price adjustment for small works contracts.
- Improved Access to Institutional Water, Sanitation and Hygiene.
- Successful implementation of projects to improve access to institutional WASH depends on ability to extensively engage with and secure the full commitment of the beneficiary institutions regarding O&M. The beneficiary institutions may need to demonstrate such commitment by putting in place a workable arrangement for O&M prior to project execution. Government and community support to realize O&M objectives are crucial.

8.2 Briefly describe the recommendations given in the terminal evaluation.

The TE (p. 7) provides the following recommendations:

- Ensure adequate capacity is built and roles clearly defined among project actors.
- Ensure Government provision of adequate resources as counterpart financing to complete all outstanding works and payments.
- Ensure continuous and timely mobilization of financial resources to support operation and maintenance, major repair and expansion of WASH systems.
- Ensure training of individuals and small businesses to enhance local capacity for O&M.
- Ensure strengthening of existing collaborative partnerships among stakeholders.

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 TE was not conducted within 6 months from project end	U
2. General information: Provides general information on the project and evaluation as per the requirement?	The TE provides GEF project ID, lists the executing agencies, and specifies the evaluators and key project milestones; it does not specify GEF environmental objectives	MS
3. Stakeholder involvement: the report was prepared in consultation with – and with feedback from - key stakeholders?	The TE identifies the key stakeholders, and sought and incorporated their feedback on the draft report, excluding the national OFP	MS
4. Theory of change: provides solid account of the project's theory of change?	The TE generally describes the logic of intervention, without including or reconstructing the project's theory of change; it describes the objective, outcomes and impact of the project, without discussing in depth the causal links to achieve intended impact and without presenting the assumptions of the theory of change	U
5. Methodology: Provides an informative and transparent account of the methodology?	The TE lists the documents reviewed, including information on interviewees; it describes project sites and activities, and describes the tools and methods used and the limitations of the evaluation	HS
6. Outcome: Provides a clear and candid account of the achievement of project outcomes?	The TE provides a very limited reference to project relevance to GEF plans and priorities; it assesses relevance to country priorities, and of project design. It reports on performance on all outcome targets; it	S

	discusses factors that affected their achievement, and reported on timeliness and efficiency	
7. Sustainability: Presents realistic assessment of sustainability?	The TE assesses project sustainability, including risks, their likelihood and effects, and provides an overall rating, although sometimes with unclear or non-appropriate supporting arguments	S
8. M&E: Presents sound assessment of the quality of the M&E system?	The TE assesses M&E design and describes its implementation; it does not indicate whether information from the M&E was used for project management	S
9. Finance: Reports on utilization of GEF funding and materialization of co-financing?	The TE reports on the mobilization and use of GEF funds and of co-financing, including their amount and type; it does not discuss reasons for differences from the amounts indicated in the project document, nor how these affected the achievement of project results	S
10. Implementation: Presents a candid account of project implementation and Agency performance?	The TE evaluates the performance of both the implementing and executing agencies, including challenges and how these were addressed	HS
11. Safeguards: Provides information on application of environmental and social safeguards, and conduct and use of gender analysis?	The TE reported on the implementation of environmental and social safeguards, and on the conduct of the gender analysis and the implementation of related actions	HS
12. Lessons and recommendations are supported by the project experience and are relevant to future programming?	The TE presents lessons supported by project experience and discusses their applicability; it reports recommendations including content and action taker	HS
13. Ratings: Ratings are well-substantiated by evidence, realistic and convincing?	Ratings are generally supported with sufficient and credible evidence; the TE provided inconsistent ratings for project sustainability	S
14. Report presentation: The report was well-written, logically organized, and consistent?	The TE is written in English; it is easy to read, sufficiently well-structured but not always consistent (see project sustainability ratings). Information is sometimes scattered and not presented in a consistent way across the report's	MS

	sections; it makes good use of tables and charts	
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

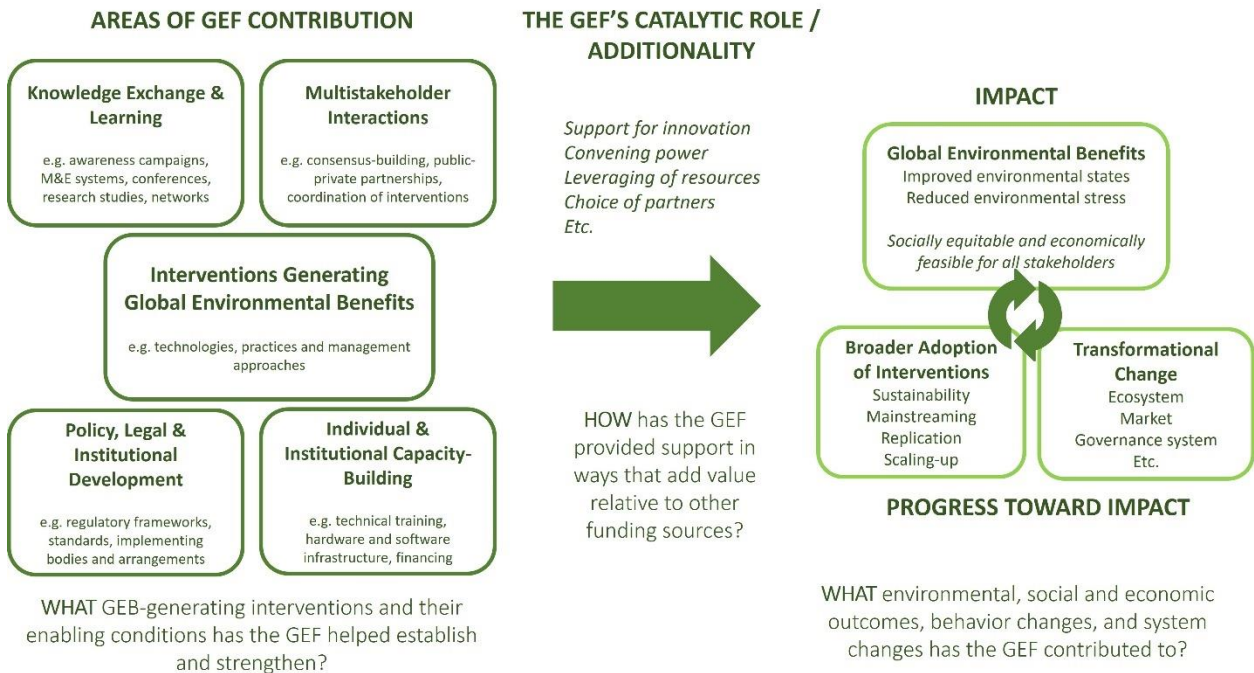


Figure 1. The GEF IEO's updated Theory of Change Framework on how the GEF achieves impact

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 OPSS (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