

Terminal Evaluation Validation form, GEF Independent Evaluation Office

1. Project Data

Summary project data			
GEF project ID		5784	
GEF Agency project ID			
GEF Replenishment Phase		GEF-5	
Lead GEF Agency (include all for joint projects)		Conservation International	
Project name		Mainstreaming biodiversity conservation and sustainable management in priority Socio-ecological Production Landscapes and Seascapes (SEPLS)	
Country/Countries		Colombia, Ecuador, Peru; Comoros, Madagascar, Mauritius, Seychelles; India, Myanmar, Thailand	
Region		Global	
Focal area		Biodiversity	
Operational Program or Strategic Priorities/Objectives		Biodiversity Strategy Objective 2 – Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors	
Stand alone or under a programmatic framework		Standalone	
If applicable, parent program name and GEF ID		N/A	
Executing agencies involved		United Nations University Institute for the Advanced Study of Sustainability (UNU IAS), Institute for Global Environmental Strategies (IGES), and Conservation International Japan	
NGOs/CBOs involvement			
Private sector involvement (including micro, small and medium enterprises) ¹			
CEO Endorsement (FSP) / Approval (MSP) date		07/27/2015	
Effectiveness date / project start date		9/1/2015	
Expected date of project completion (at start)		6/30/2019	
Actual date of project completion		8/30/2019	
Project Financing			
		At Endorsement (US \$M)	At Completion (US \$M)
Project Preparation Grant	GEF funding	0.065	0.065
	Co-financing		
GEF Project Grant		1.909	1.909
Co-financing	IA own	1.620 ²	2.503
	Government		
	Other multi- /bi-laterals	4.600 ³	4.906
	Private sector		
	NGOs/CBOs	0.130	0
	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](#))

² Taken from the Project Document (p. 2). The TE (Cover Sheet) reports this amount as equal to 0.97 US \$M.

³ This amount is broken down as follows: UNU-IAS: expected: 4 US \$M, actual: 4 US \$M; IGES: expected: 0.2 US \$M; actual: 0.828 US \$M; Secretariat of CBD: expected: 0.3 US \$M; actual: 0; UNDP: expected: 0.1 US \$M; actual: 0.078 US \$M (TE Cover Sheet).

Total GEF funding	1.974	1.974
Total Co-financing	6.350	7.409
Total project funding (GEF grant(s) + co-financing)	8.324 ⁴	9.383 ⁵
Terminal evaluation validation information		
TE completion date	9/23/2019	
Author of TE	Keith J. Forbes	
TER completion date	11/30/2022	
TER prepared by	Emanuele Bigagli	
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>.

⁴ The Project Document (p. 2) reports a total project cost of 8.159 US \$M.

⁵ The TE Cover Sheet does not include GEF PPG in the total project funding, and reports a total of 9.317 US \$M.

2. Summary of Project Ratings

Criteria	Final PIR	IA Terminal Evaluation ⁶	IA Evaluation Office Review	GEF IEO Review
Project Outcomes	HS	HS	—	HS
Sustainability of Outcomes		L	—	L
M&E Design		---	—	S
M&E Implementation		MS ⁷	—	S
Quality of Implementation		HS	—	S
Quality of Execution		HS	—	HS
Quality of the Terminal Evaluation Report			—	S

3. Project Objectives and theory of change

3.1 Global Environmental Objectives of the project:

The objective of this project is to mainstream conservation and sustainable use of biodiversity and ecosystem services, while improving human well-being in production landscapes and seascapes (Project Document, p. 21).

3.2 Development Objectives of the project:

The project did not specify any development objectives as distinct from the global environment objective.

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 change in objectives or project activities is reported. The TE (p. 42) notes that the catastrophic impact of the 2016 earthquake in Ecuador's project area required modifications to the original project plan, without providing details on the nature of these changes.

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.

Although the Project Document did not explicitly articulate a theory of change, the following main elements were identified:

- **Problem:** Socio-Ecological Production Landscapes and Seascapes (SEPLS) provide vital connection between protected areas and are important for the conservation and sustainable use of biodiversity. Due to poverty, urban population growth, and loss of traditional systems, these areas are threatened by land use conversion, land/resource degradation, industrialization, and intensification of production systems. Barriers to their sustainable management include insufficient recognition and awareness of their ecological, economic, social and cultural values, weak governance, degradation of these areas, and reduced resilience.

⁶ The TE assessed the following elements: Theory of Change; Results framework and M&E system; Progress towards impacts; Quality of implementation and execution; Gender and safeguards; and Sustainability.

⁷ The TE assigned an overall score to M&E, without distinguishing between M&E design and M&E implementation.

- Project Objective: To mainstream conservation and sustainable use of biodiversity and ecosystem services, while improving human well-being in production landscapes and seascapes.
- Project Vision: Society in harmony with nature, with sustainable primary production sector based on traditional and modern wisdom, and making significant contributions to global targets for conservation of biological diversity.
- Strategy: 1) enhance livelihoods, conservation and sustainable use of biodiversity and ecosystem services in priority Socio-Ecological Production Landscapes and Seascapes through demonstration projects; 2) improve knowledge generation to increase understanding, raise awareness and promote mainstreaming biodiversity in production landscapes and seascapes; 3) improve inter-sectoral collaboration and capacities to maintain, restore and revitalize social and ecological values in priority production landscapes and seascapes
- Outcomes: integration of biodiversity conservation and sustainable use in production landscapes and seascapes; Strengthened livelihoods of local communities and residents, including indigenous peoples, women and other vulnerable groups because of sustainable use of biodiversity and ecosystem services.
- Long-term impact: contribute towards biodiversity conservation through sustainable management of production landscapes and seascapes in locations strategically important to the planet's biodiversity.

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	HS
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The TE does not assign a rating explicitly to project relevance and coherence but assesses the “Theory of Change” (i.e., project design, consistency with objectives, and internal alignment) as Highly Satisfactory, and this review concurs. The project was aligned with all major global, regional, and national priorities, internally coherent, and well designed to achieve its objectives.

The project is in line with the GEF-5 Biodiversity Focal Area Objective 2 (*Mainstream biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors*) and Outcome 2.2: Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks . It is also consistent with the provisions of the Convention for Biological Diversity, Aichi Biodiversity targets, and the National Biodiversity Strategies and Action Plans of target countries and CI institutional priorities. The project components were well designed relative to the objectives, although some sub-projects in some countries appeared to have too many components relative to their financing (TE, p. 27).

4.2 Effectiveness	HS
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The TE assesses the “Results Framework” as Highly Satisfactory, and this evaluation concurs. Almost all outcomes met the ex-ante targets, and some even exceeded them substantially, and the project made the expected contribution to global environmental benefits and the achievement of long-term objectives.

The project contributed to on-the-ground conservation efforts in multiple ecosystems addressing several productive activities. Numerous communities were also supported, and livelihoods improved. The targets were met for all outputs apart from one (Indicator 3.1.1: a. *Number of organizations/agencies that have expressed interest and demonstrated actions in SEPLS*) which was almost met (19 out of 20 agencies). Especially, targets for Indicators 1.1.1 (*Number of hectares of land/sea benefiting from conservation management with project support*) and 1.1.2 (*Number of hectares to which activities of subgrant projects bring positive influence*) were greatly exceeded, probably because the target was set too conservatively (TE, p. 36).

The TE (p. 36) notes that qualitative outcomes were not captured by the Results framework. These include the fact that some of the young people trained in Ecuador are now in leadership positions in local government and one is a mayor. Also, in Peru, the quinoa and honey project activities attracted the interest of other families (TE, p. 36).

4.3 Efficiency	S
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The TE does not discuss the efficiency of the project, nor does it give indications on cost-effectiveness. This evaluation rates efficiency as Satisfactory, based only on the fact that the project was implemented in a timely manner, with only a two-months extension of the implementation period. Mobilized co-financing was slightly higher than the amount expected at project start.

4.4 Outcome	HS
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The TE assesses the “Progress to Impact”, i.e., the product of the achievements in terms of environmental stress and environmental status change (policy/ legal/regulatory, and socioeconomic changes), as Highly Satisfactory. This evaluation concurs because the project outcomes were very relevant and effective, and were completed in a timely manner.

The key outcomes and impacts are summarized as follows:

Environmental. In Mauritius, a neglected natural area used as an illegal dumping ground was converted into a healthy mangrove ecosystem. In Thailand, there was a reduction in illegal hunting and logging thanks to the increased formalization and regularization of land use. In Ecuador, large areas of mangroves destroyed during the 2016 earthquake were reforested, and 45,400 black conchs were seeded, while 70,000 endemic trees were planted in the Cordillera de Balsamo. In India, hunting ceased in the project area and species’ populations seem to be rebounding. In Myanmar, pollution at fish conservation sites was reduced through the introduction of organic rice farming in the areas surrounding the wetlands; also, fish migration improved thanks to the removal of river-blocking fishing traps.

Socio-economic. In Ecuador, technical assistance for cacao production in Playa de Oro created more livelihood opportunities for community members, leading to lower dependence upon timber harvesting. In Colombia, farmers' perception of the molinillo (*Magnolia resupinatifolia*) have been improved as they found a way to make profit out of its non-timber products. In Madagascar, the increase in rice production reduced the pressure of slash-and-burn crops, and the local population has become aware of the profitability of the Improved Rice Farming System.

Enabling conditions. Six policies, regulations, plans or guidance documents were completed thanks to the project. A total of 19 associations became members of the International Partnership for the Satoyama Initiative. In Myanmar, municipal legislation was established for Fisheries Conservation Zones in specific areas. In the Seychelles, an agreement among fisheries was promulgated into law, while the co-management plan created recommended conservation measures for 13 IUCN Threatened species in artisanal catch, which are awaiting to be incorporated as regulations under the Fisheries Act. In Peru, a gender mainstreaming strategy was created to enhance sustainability efforts in the Alto Huayabamba Conservation Concession. In India, the success of the project has led the German Development Bank to fund a similar project for the entire state of Nagaland. In Ecuador, environmental awareness of local communities was improved.

Where applicable, note how both intended and unintended outcomes have positively and/or negatively affected marginalized populations (e.g., women, indigenous groups, youth, persons with disabilities), and where some stakeholder groups have benefited more/ less than others.

The TE (p. 29) notes an improvement of the livelihoods of local communities, including indigenous people, women, and other vulnerable groups (as a result of more sustainable flows of ecosystem services) in 3 sub-projects, while 4 sub-projects reported a decline, and 3 reported no change. The TE (p. 29) explains that these declines were not attributable to project activities, but rather to factors outside the project, and that it was not possible to accurately track this result because of lack of clear definition and metrics for the assessment of this indicator. Also, in Thailand, income from the sale of spices went to the women's committees and that from coffee to the youth groups (TE, p. 45).

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

4.5 Sustainability	L
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Note any progress made to sustain or expand environmental benefits beyond project closure, using stakeholder (rather than project) resources, e.g. through replication, mainstreaming or scaling-up of GEF-supported initiatives. Examples would be farmers adopting practices using own funds, follow-on replication projects, development of plans for scaling, inclusion in local or national legislation, and allocation of government budgets or private sector investments for institutional adoption.

The TE assessed sustainability as Likely, and this review concurs. Although there are some risks, especially at financial level, the magnitude of their effect is overall small and will have a limited impact on the sustainability of outcomes and achievement of long-term impacts.

Financial. Some financial pressure may be in place in Thailand and Ecuador, which will tend to diminish project outcomes (TE, p. 51). In Thailand, although the new non-timber forest products allow for new income from sustainable activities, potential risks relate to the financial incentives for coffee and the insufficient attention paid to the value chains around the commercialization of these commodities. Significant financial risk is noted for Mauritius (due to the absence of productive activities to generate income for the local communities); India (where the local communities do not have the funds to continue supporting ecotourism and generate revenues); Madagascar (where there are no incentives to fund ecotourism activities); and Peru (limited access to financing and poor or no support services for sustainable production activities). Minimal risk was noted for Colombia, where the new distribution pathways for tourism and the commercialization of sustainable agricultural products imply minimal financial risk. No financial risk was noted for Myanmar. In the Seychelles, there are no financial risks, although the obtaining of future financial rewards is not definite.

Sociopolitical. The TE (p. 49) notes no significant sociopolitical risks. Both executing agencies - IGES and UNU-IAS - have committed to follow up. The sub-grantees are also supportive of continuation of follow up activities. In Ecuador, the relevant sub-grantee is making efforts to achieve a protected area status for an area involving four communities, which will improve the management of the estuaries (TE, p. 53). In Thailand, the interest of the youth in continuing the non-timber forest product and agricultural activities supports social continuity. In the Seychelles, the sub-grantee became part of the government committee on fisheries providing it more voice in management of these resources. The India project site became a community reserve under the national law. The only risks reported by the TE at sub-grantee level regard Thailand (with significant risk of discontinued government support due to little interest to update maps of local communities and land use rights), Mauritius (where it is still not clear whether the planned aquaculture and mariculture activities, not implemented because of the non-issuance of a key permit by the government, will be resumed, with the risk that the local community will despair and lose interest), and Madagascar (possible future risks from the lack of continuity in the implementation of the activities after the presidential election of 2018).

Institutional frameworks and governance. The TE (p. 52) notes no risks of this type to sustainability and continuation of outcomes because of the capacities and experience of the executing agencies and the sub-grantees. These have also demonstrated a sense of ownership of the project, cohesiveness and have a track record of cooperation.

Environmental. The TE (p. 53) notes generally a low or no environmental risk in targeted countries. The exception is considerable environmental risk in Mauritius, because the targeted local community (the Barachois) will likely return to its former state of being neglected and their area will likely be used again as an illegal garbage dump. Possible environmental risks are identified in Thailand, if corn becomes the dominant crop due to financial pressures to farmers.

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?

As of June 30, 2019 the level of co-financing was about 1.05 US \$M higher than expected, as it included additional co-financing received by Conservation international through sponsorship to participate in several "amplification" activities, without providing further specifications neither in the Final PIR 2019 (p. 31), nor in the TE (p. 56) as to whether these relate to increase in scale or replication.

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?

No delays were reported in project implementation. An extension of the implementation period is mentioned in the Final PIR 2019, without further details. The project ended two months after the expected date of completion. Also, a no-cost extension was granted to Wildlife Conservation Society as their project site in Madagascar was affected by Cyclone Eliakim in March 2018 (PIR 2019, p. 19); no impacts on project's outcomes or sustainability were reported.

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 TE does not report explicitly on stakeholder ownership or on whether and how this affected project outcomes and sustainability. It is note that CI-Japan and the whole Executive Team were very responsive throughout the project (TE, p. 41). Also, in Mauritius, the project effectively mobilized the community and created a sense of ownership and pride for aqua- and mariculture around the Barachois, a type of local coastal lagoons (TE, p. 41), and the women participating in the project were very responsive, assertive and forthcoming (TE, p. 45).

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.

No other factors were mentioned in the TE as affecting project outcomes.

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	s
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The TE did not rate M&E design. This review assesses it as Satisfactory. The M&E plan was robust and without any major weakness. The main elements were either presented in the Project Document (p. 49) or it was indicated that these will be finalized at project start.

The M&E plan (Project Document, p. 49) clearly describes the actions, key roles and responsibilities, reporting provisions, and planned budget for each component. Indicators are consistent with those indicated in the safeguard plan prepared for the project. Use of GEF tracking tools is planned at CEO endorsement, prior to mid-term review, and at the time of the terminal evaluation. Review of indicators, means of verification, and the full definition of project staff M&E responsibilities, is planned to be finalized for the project inception workshop. A Project Results Monitoring Plan will be developed by the Project Agency, which will include objective, outcome and output indicators, metrics to be collected for each indicator, methodology for data collection and analysis, baseline information, location of data gathering, frequency of data collection, responsible parties, and indicative resources needed to complete the plan.

The TE (p. 37) notes some weaknesses in target setting and specification of indicators:

- Indicator 1.1.1 (*Number of hectares of land/sea benefiting from conservation management with project support*) – Having been greatly exceeded, it appears that the target was established overly conservatively.
- Indicator 1.2.1 (*Number of IUCN threatened species (CR, EN and VU) occurring in project sites of which the habitat has been improved*) – the phrasing of the indicator makes it challenging to understand what is being measured. The project sought to make habitat improvements in areas where threatened species were known to occur. Therefore, the variable controlled by the project was the improvements to the habitats and not the number of species.

6.2 M&E Implementation	s
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The TE assessed M&E implementation as Moderately Satisfactory. Based on the limited elements reported in the TE, this evaluation rates it as Satisfactory, as the implementation followed the plan and weaknesses were addressed and solved timely.

The sub-grantees reported frequently on the M&E indicators, and in most cases, used the progress on the indicators as a management tool, modifying implementation accordingly, in coordination with the project beneficiaries. The TE reports that none of the sub-grantees faced difficulties in implementing the M&E plan (TE, p. 36).

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 assessed the quality of project implementation as Highly Satisfactory, and this evaluation assesses it as Satisfactory. Based on the limited elements highlighted by the TE, the performance of the implementing agency met the expectations with robust supervision, timely implementation, and no salient weakness..

The project design established that the implementing agency (CI-GEF) would have working relationships only with the main Executing Agency (CI Japan). The TE (p. 41) notes this relationship as good and productive, although there were some complications related to CI international policies raising the transaction costs.

7.2 Quality of Project Execution	HS
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The TE evaluated the quality of project execution as Highly Satisfactory, and this evaluation concurs. Activities executed were of high quality and timely, with strong communication and collaboration with the implementing agency that allowed to adapt to unforeseen circumstances.

CI Japan was the Executing Agency of this project, supported by an Executive Team, including also IGES and UNU-IAS, as the decision-making and coordination body of the project. The following sub-grantee organizations were involved in actual execution of the project activities in the target areas of the various countries under each Component:

- Ecuador: La Fundación Para la Investigación y Desarrollo Social (FIDES);
- Colombia: Universidad Industrial de Santander (UIS);
- Peru: Asociación Amazónicas por la Amazonía (AMPA);
- Mauritius: EPCO
- Seychelles: Green Islands Foundation
- Comoros: Dahari
- Madagascar: Wildlife Conservation Society
- (WCS)
- Thailand: Intermountain Education and Culture in Thailand Association (IMPECT)
- India: The Energy and Resources Institute (TERI)
- Myanmar: Fauna & Flora International (FFI)

CI Japan demonstrated high flexibility in modifying the project plan in Ecuador due to the impact of the 2016 earthquake; moreover, it provided good-quality and timely guidance to sub-grantee organizations. The Executive Team implemented the project smoothly, was very responsive, and had collaborative and constructive interactions both internally and with the sub-grantee organizations (TE, p. 41). Sub-grantee organizations delivered the planned achievements despite relatively modest investments, with overall good communication with the IA, good internal project organization, and a clear division of labor (TE, p. 42).

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 proposes the following lessons:

- Breadth vs. Depth (TE, p. 56) – this project optimized breadth over depth, as it involved 10 countries in 3 regions, and multiple sectors and many beneficiary communities. This approach was compatible with the existing GEF-5 guidelines. However, a “depth” approach appears to be more compatible with GEF-6 guidelines, and should be considered especially for similar future projects. This includes working on fewer components more intensively among a small number of beneficiaries, or to work on multiple components with a larger group of beneficiaries (with proportionally higher funding levels), so as to ensure that the implementing organizations are not stretched too thinly.
- Results Framework and M&E Systems (TE, p. 57)– Objective and output level indicators must be clearly defined with respect to the metrics to be used, and targets should be realistic relative to the scale of expected impacts. The Results Framework should be defined in close collaboration with the sub-grantee organizations, and larger organizations with dedicated M&E staff, will have greater capacity to work with the Execution Agencies to define appropriate indicators. While this was done at the sub-grantee project level, it was not done at the project level. In addition to mostly qualitative indicators that can more easily sum up across a wide project portfolio at CI-GEF and GEF levels of aggregation, qualitative indicators that measure “soft” progress such as the creation of networks and the building of relationships between organizations/communities and state agencies should also be included. This kind of “soft” progress often underpins the chances of success of current and future projects, while further ensuring the sustainability of the conservation impacts.
- Right sizing projects –It would be preferable to work on fewer components more intensively among a small number of beneficiaries, or to work on multiple components with a larger group of beneficiaries (with proportionally higher funding levels), so as to ensure that the implementing organizations are not stretched too thinly.
- Value chains – projects that include stimulating the development of alternative livelihoods should perform a preliminary market feasibility study of the proposed products (e.g., medicinal herbs, forest gathered vegetables, honey, crabs, and fish), otherwise there will be the risk of mobilizing communities around the production of new commodities, which do not generate sufficient sales to ensure continued community interest, and these alternative livelihoods will not outlast the lifetime of the projects.
- Synergistic and Complementary Nature of Components – during project implementation, the integrative nature of project components was clear only at the level of implementing agency and Conservation International Japan, who had a more overarching perspective, and not the country teams, who operated at project level. In order to increase the visibility of this type of effects, the TE recommends that future projects should include a specific outcome that capture the integration within the results framework. The outputs could be case studies or other knowledge products that demonstrate how the

components complement each other. The respective indicator could be the number of documents or the number of presentations made of relevance to such synergistic effects.

- Clear definitions - Outcome Indicator 1.1.1 (Number of hectares of land/sea benefiting from conservation management with project support) may refer to a wide spectrum of impacts, not all corresponding to real conservation benefits as commonly understood. The differences in how this indicator was measured across the projects visited indicates that, in the absence of clear definitions, it is challenging to compare the achievements of the different projects. Thus, adding them together may not always be valid as they could represent different variables.
- Situations similar to that experienced for the project manager in Mauritius, which are very challenging to address because extremely rare, would benefit by having a dedicated project staff member, with long standing knowledge of the political context, to address government engagement, and more institutional support to project managers (TE, p. 46).
- Incorporating a government outreach and engagement component would be useful to ensure continuity and scale, and, while an extreme case, avoid the kind of obstacles faced by the Mauritius Barachois project (TE, p. 26).
- In the future, CI-GEF should consider identifying the most useful audiences for dissemination. Forums composed more of practitioners, as opposed to national political delegations, may be better alternatives. Outreach to other development donors such as USAID, DFID, etc. may offer opportunities to convince them of the Satoyama approach and obtain more resources for similar programs in the future.

8.2 Briefly describe the recommendations given in the terminal evaluation.

The TE (p. 36) highlighted the need to diversify the indicators to capture both qualitative and quantitative outcomes. Also, the TE proposed the following recommendations, which sometimes were framed in terms of lessons:

- Objective Indicator a: Specify those indicators/metrics that can be consistently measured and compared across a variety of projects.
- Outcome Indicator 1.2.1: Use clear language in formulation of indicators, to ensure specificity in measurement.
- Add a Marketing dimension to take full advantage of social media to facilitate investments from national public and private sources, as well as international donors (TE, p. 40).
- It is recommended to provide urgent follow-up for the Mauritius project. This should be preceded by high level outreach with the Mauritian government including ministries involved in the project (TE, p. 56).
- Consistency with Objectives – Government engagement should be more explicitly considered in the formulation of future projects, by emphasizing those that have a “built in” link to government policy, such as the Seychelles project vis-à-vis national fisheries policy (TE, p. 26).
- Selection of countries and projects – Instead of the current approach of open calls for proposals in multiple regions (following GEF-5 guidelines), use a more strategic approach to increase the chances of national scale impact and government engagement. Deciding upon objectives at sector, multi-sector, or geographic level, and then designing national or regional programs around these objectives, would provide for two desirable outcomes – scale and government “buy-in.”

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 conducted within six months after project completion, and was submitted to the GEF Portal within 12 months from project completion	HS
2. General information: Provides general information on the project and evaluation as per the requirement?	The TE provides the GEF, ID, lists the GEF environmental objectives, the evaluators and the executing agencies, and specifies project milestones except from the first disbursement rate	S
3. Stakeholder involvement: the report was prepared in consultation with – and with feedback from - key stakeholders?	Key stakeholders were identified, but their feedback was not sought on the draft report	MS
4. Theory of change: provides solid account of the project's theory of change?	Causal links and mechanisms to achieve impact are thoroughly discussed;; key assumptions of theory of change and whether the key assumptions remain valid are not discussed	MS
5. Methodology: Provides an informative and transparent account of the methodology?	The TE discusses information sources, listing people interviewed and describing project sites and activities, including tools and methods used for evaluation and the limitations	HS
6. Outcome: Provides a clear and candid account of the achievement of project outcomes?	The TE assesses relevance to GEF and country priorities, and of project design; it reports performance on all outcome targets and thoroughly discusses factors affecting their achievement; it reports on timeliness of activities, but it does not assess project efficiency	MS

7. Sustainability: Presents realistic assessment of sustainability?	The TE assesses risks to sustainability, their likelihood of materialization and effects, as well as overall likelihood of sustainability	HS
8. M&E: Presents sound assessment of the quality of the M&E system?	The TE does not assess quality of M&E design at entry, but analyzed M&E implementation and use of information for project management	MU
9. Finance: Reports on utilization of GEF funding and materialization of co-financing?	The TE provides data on co-financing amount, types, and sources, and discusses reasons for excess/deficient materialization. It does not discuss use of GEF resources, nor contribution of co-financing to project results	MS
10. Implementation: Presents a candid account of project implementation and Agency performance?	The TE briefly assesses GEF Agency performance, and provides a thorough account of executing agencies' performance, including factors that affected implementation and execution and how challenges were addressed	S
11. Safeguards: Provides information on application of environmental and social safeguards, and conduct and use of gender analysis?	The TE reports on implementation of environmental and social safeguards, on gender analysis and 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 based on project experience and their applicability; it presents recommendations, although sometimes in the form of lessons, and their action taker	S
13. Ratings: Ratings are well-substantiated by evidence, realistic and convincing?	Ratings are supported with sufficient and credible evidence	HS
14. Report presentation: The report was well-written, logically organized, and consistent?	The TE is written in English, easy to read, well organized and consistent, making good use of charts and tables	HS
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).

GEF-SATOYAMA project website: <http://gef-satoyama.net/>

ANNEX 1. GEF IEO THEORY OF CHANGE FRAMEWORK

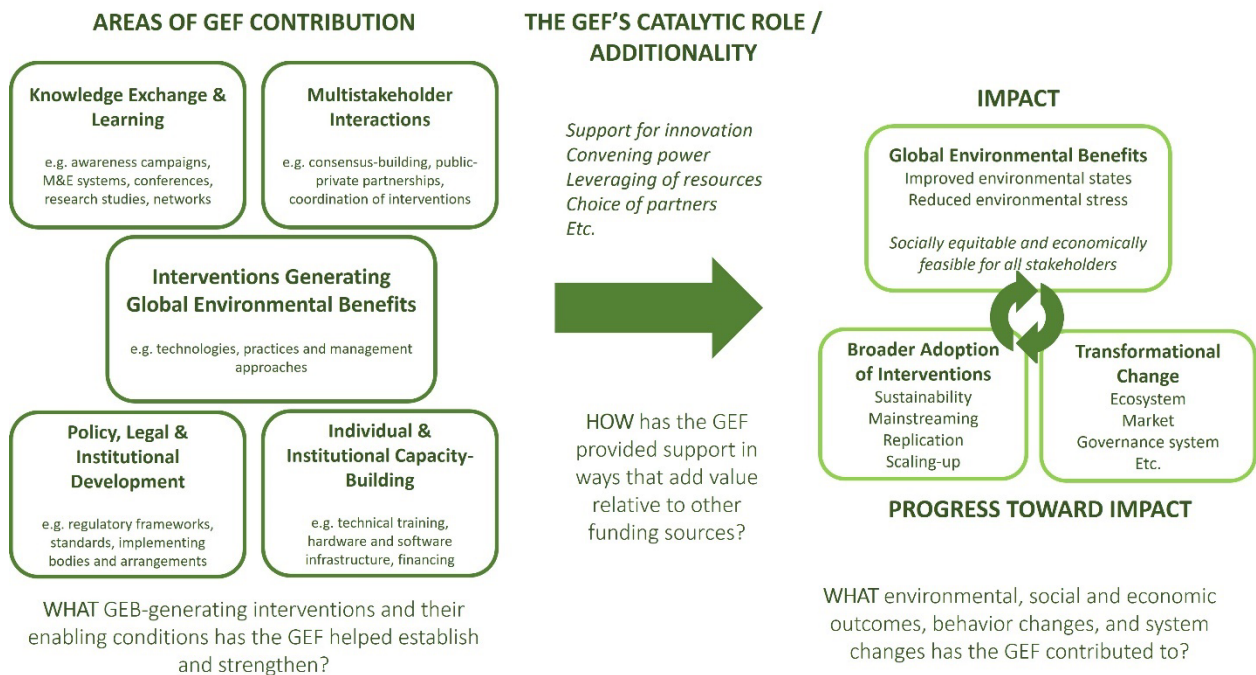


Figure 1. The GEF IEO's updated Theory of Change Framework on how the GEF achieves impact

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