

Terminal Evaluation Review Form, GEF Evaluation Office, APR 2014

1. Project Data

Summary project data			
GEF project ID		817	
GEF Agency project ID		1631	
GEF Replenishment Phase		GEF - 2	
Lead GEF Agency (include all for joint projects)		UNDP	
Project name		Biodiversity Conservation of Lake Bosomtwe Basin	
Country/Countries		Ghana	
Region		AFR	
Focal area		Biodiversity	
Operational Program or Strategic Priorities/Objectives		OP 2, Coastal, marine, and freshwater ecosystems	
Executing agencies involved		Friends of the Earth, Ghana	
NGOs/CBOs involvement		Friends of the Earth, Community Based Organizations	
Private sector involvement		None noted.	
CEO Endorsement (FSP) /Approval date (MSP)		May 18, 2000	
Effectiveness date / project start		Mar 27, 2001	
Expected date of project completion (at start)		Sep 30, 2005	
Actual date of project completion		May 2005	
Project Financing			
		At Endorsement (US \$M)	At Completion (US \$M)
Project Preparation Grant	GEF funding		
	Co-financing		
GEF Project Grant		0.52	0.52
Co-financing	IA own		
	Government		
	Other multi- /bi-laterals	0.036	
	Private sector		
	NGOs/CSOs	0.062 (FOE)	0.098 (FOE Ghana)
Total GEF funding		0.52	0.52
Total Co-financing		0.098	0.098
Total project funding (GEF grant(s) + co-financing)		0.618	0.618
Terminal evaluation/review information			
TE completion date		June 2006	
TE submission date		June 2006	
Author of TE		Ayaa K. Armah, Louis D. Atsiatorme, Selorm D. Ababio	
TER completion date		December 2012	
TER prepared by		Dania M Trespalacios	
TER peer review by (if GEF EO review)		Joshua Schneck	

2. Summary of Project Ratings

Criteria	Final PIR	IA Terminal Evaluation	IA Evaluation Office Review	GEF EO Review
Project Outcomes	S	NR	NA	S
Sustainability of Outcomes	Low-modest	NR	NA	MU
M&E Design	NR	NR	NA	MU
M&E Implementation	NR	NR	NA	MS
Quality of Implementation	NR	NR	NA	S
Quality of Execution	NR	NR	NA	S
Quality of the Terminal Evaluation Report	-	-	NA	MU

3. Project Objectives

3.1 Global Environmental Objectives of the project:

The Global Environmental Objective is to conserve aquatic and terrestrial biodiversity in the Lake Bosumtwé basin. (PD pg. 1) The Lake Bosumtwé basin has biodiversity of global and national conservation significance. Due to its unique feature as a meteoric lake, the Lake includes forest, wetland, and aquatic ecosystems, with a very rich biodiversity of trees, herbaceous vegetation, birds, mammals, reptiles, amphibians, butterflies, and fish. (PD pg. 4,5) This biodiversity is under threat from a variety of human-induced pressures, including habitat degradation from pollution, sedimentation, deforestation and bush fires, and increased firewood harvesting and fishing. (PD pg. 5-6)

3.2 Development Objectives of the project:

The Development Objective of this project is to support traditional conservation practices and a community-based conservation program. (PD pg. 7) The project document specifies four major expected outcomes:

- 1) Establishment of a biodiversity assessment and monitoring program, focusing primarily on endemic and endangered species, to guide management activities.
- 2) An environmental awareness program
- 3) Strengthening of sustainable traditional resource management systems
- 4) Promotion of community-based natural resource management as a way to maintain or enhance the integrity of terrestrial and aquatic habitats of local, national, and global significance.
(PD pg. 2)

3.3 Were there any **changes** in the Global Environmental Objectives, Development Objectives, or other activities during implementation?

There were **no** changes to the Global Environmental and Development Objectives.

4. GEF EO assessment of Outcomes and Sustainability

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

Relevance can receive either a Satisfactory or Unsatisfactory rating. For Effectiveness and Cost efficiency, a six point rating scale is used (Highly Satisfactory to Highly Unsatisfactory), or Unable to Assess. Sustainability ratings are assessed on a four-point scale: Likely=no or negligible risk; Moderately Likely=low risk; Moderately Unlikely=substantial risks; Unlikely=high risk. In assessing a Sustainability rating please note if, and to what degree, sustainability of project outcomes is threatened by financial, sociopolitical, institutional/governance, or environmental factors.

Please justify ratings in the space below each box.

4.1 Relevance	Rating: Satisfactory
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The project outcomes are consistent with the GEF's Biodiversity focal area, and the GEF's Operational Program on coastal, marine, and freshwater ecosystems. This project will attempt to conserve a specific site of global biodiversity importance, including a meteoric lake, outside of Ghana's national protected area system, as well as on strengthening traditional indigenous knowledge and systems that are threatened with loss. (PD pg. 7)

The project is consistent with Ghana's priorities. Biodiversity conservation in the Lake Bosomtwe basin has been identified as a priority in the Ghana National Biodiversity Action Plan, Ghana National Biodiversity Country Study, and the National Environmental Action Plan. (PD pg. 1) The promotion of local level sustainable use of natural resources is a major policy initiative of the Government of Ghana, which recognizes the inherent value of strengthening traditional systems of conservation. However, national priorities are concentrated on major Parks and other national protected area categories, and resource constraints limit Ghana's ability to effectively assist local communities in strengthening traditional conservation practices. (PD pg. 7)

4.2 Effectiveness	Rating: Satisfactory
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The objective of the project was to conserve aquatic and terrestrial biodiversity in the Lake Bosomtwe watershed in an integrated manner by supporting traditional conservation practices through a community-based conservation program. The Project Document outlined 4 main project components, and assigned performance indicators to these components. (PD pg. 1-4) These components and indicators are listed in Table 1¹.

¹ Looking at Table 1, it is clear that the Key Performance Indicators specified by the Project Document are not specific enough: the indicator "number of participating schools" does not set a target number of schools by which to judge whether the project fell below, met, or exceeded expectations. The TE also seems to confuse the categories of certain project activities. For example, the TE reports that management plans were prepared for sustainable fish harvesting and traditionally protected areas under the "Biodiversity Assessment and Monitoring Program" component, instead of the more appropriate "Community-Based Natural Resource Management" component. (TE pg. 23-24) Finally, the TE lists 12 specific project targets that are not found in the Project Document, which suggests either the existence of an updated Project Document not available to

Table 1. Project Components, Key Performance Indicators, and Outputs by Project End

Component (PD pg. 9-11)	Key Performance Indicator (PD pg. 1-3)	Status by Project End (TE pg. 8-10, and as specified)
<p>Community-based Biodiversity Assessment and Monitoring Program</p> <p>Establishing an ecological assessment and monitoring program to provide up-to-date information on the taxonomy of flora and fauna using local traditional knowledge and manpower.</p>	<p>Quantity of time series data on: the status and trends of key aquatic and terrestrial indicator species; sedimentation and BOD in the lake; vegetation cover in the watersheds of streams associated with the lake; human population distribution; changes in land use patterns.</p>	<p>Time series data on fisheries, forests, population and other socioeconomic data such as population, employment and economic activity obtained from participating communities</p>
	<p>Number of schools participating in the program</p>	<p>22 first and second cycle schools covered by project</p>
	<p>Number of manuals outlying protocols for biodiversity assessment and monitoring</p>	<p>3 manuals completed</p>
<p>Environmental Awareness Creation</p> <p>Development of audiovisual materials for programs to raise awareness in all 24 villages around the lake on the environmental significance of the area and its threats</p>	<p>Number of schools participating in the program</p>	<p>24 schools, including 1 Senior Secondary school. 26 Friends of the Earth clubs established in participating schools (TE pg. v)</p>
	<p>Number of villages covered by the program</p>	<p>26 communities were covered</p>
	<p>Percentage of population that participated in biodiversity conservation activities</p>	<p>85% of the population</p>
<p>Protection of Traditional Resources Management Systems</p> <p>Strengthening the capacity of traditional authorities to maintain sustainable traditional resource management regimes.</p>	<p>Size of terrestrial sacred grooves protected from encroachers</p>	<p>125 ha of sacred grooves maintained and conserved</p>
	<p>Traditional ban on motorized boats for commercial fishing maintained</p>	<p>Temporal ban for the use of commercial fishing in place. Discussions ongoing regarding the placements of permanent ban</p>
	<p>Number of villages with volunteer groups assisting traditional authorities to enforce resource management rules and taboos</p>	<p>25 community groups are in place and working effectively. Emergence of civil society groups that enforce traditional by-laws and apprehend perpetrators of environmental degradation in the area. (TE pg. vi)</p>
<p>Community Based Natural Resource Management</p>	<p>Number of community management plans for fisheries and dedicated forests developed</p>	<p>5 forest management plans were developed, including a Fisheries Management Plan, and a plan for traditionally protected forest areas. (TE pg. v, vi)</p>

the TER reviewer, or the restructuring of the project during implementation, which is not mentioned in the TE. Project effectiveness is evaluated in this TER by comparing the evidence reported by the TE to the Project Document's stated Components and Performance Indicators, as listed in Table 1, despite the latter's lack of specificity.

Component (PD pg. 9-11)	Key Performance Indicator (PD pg. 1-3)	Status by Project End (TE pg. 8-10, and as specified)
To support community efforts to sustainably use natural resources and to reduce harvesting pressure on biodiversity.	Number of community management plans for sacred groves and buffer zones developed and implemented by local communities	Traditional resource management systems such as the reverence for sacred groves were also enhanced through the establishment of dedicated forest (TE pg. vi) Laws preventing tree felling in sacred forest were strengthened and are currently being enforced. (TE pg. 11) There is planting around sacred groves. (TE pg. 21)
	Number of communities that have established community woodlots.	3 community woodlots established
	Size of woodlots.	(Not reported on in TE.)
	Number of villages with pilot sustainable farming systems	5 communities are participating in sustainable farming systems
	Number of farmers adopting/replicating sustainable farming systems	The provision of farm implements in some communities was not sufficient for all the members of the groups who participated in the project activities. (TE pg. vi)
	Number of villages participating/benefiting in the revolving fund program	26 communities benefited from the revolving fund
	Local authority passing by-laws to support sustainable management activities	No by-laws passed. The project was not able to secure a punitive instrument for the local groups formed. This is because the indigenous environmental bye-laws had not been gazetted by the District Assemblies and hence the District Assemblies could not support the local people in enforcing the laws. (TE pg. viii)
	Number of villages adopting sustainable levels/quotas as part of management plans for the lake	26 communities took part in workshops to discuss the need to adopt sustainable levels and quotas for fishing

The Community-based Biodiversity Assessment and Monitoring Component was successfully achieved. The TE reports successful activities for all three Key Performance Indicators. Community members, including school children, were trained in biodiversity assessment methods. The time series data generated on watershed biodiversity was used in the preparation of management plans for the sustainable utilization of protected forest areas and for the preparation of fishery management plans. (TE pg. v)

The TE reports that the Environmental Awareness Component was particularly successful. This component created significant awareness of the values of biodiversity around the lake watershed within the communities. The TE reports that the community rights and responsibilities of the landowners and individual farmers in forest management increased, resulting in the decrease of unsustainable farming practices close to the lake. (TE pg. v, 11) The TE also claims that the functional and ecologic integrity of the forest areas around the

lagoon are being restored, although it is improbable that this may be proven in such a short time and without material evidence.

The Protection of Traditional Resource Management Systems Component aimed to build the capacity of traditional leaders and create a village-based volunteer group to assist with enforcement of rules and taboos that favor sustainable resource use. All three of the Key Performance Indicators of this component are successfully achieved. The TE reports that local environmental laws and regulations were strengthened and are currently being enforced. (TE pg. 11)

Although many of the Key Performance Indicators for the Community-based Natural Resources Management Component were met, there were various shortcomings in this component. The TE reports progress on the protection of sacred groves, but it ultimately does not report whether any community management plans for sacred groves were completed. The TE reports that 3 community woodlots were established, but does not report on the size of these woodlots, as the Project Document specifies. The TE also does not report the number of farmers adopting sustainable farming systems, and notes that a shortcoming of the project was that there were insufficient farm implements for all the members wishing to participate. (TE pg. vi) The project also failed to pass by-laws to support sustainable activities.

For this last component, the Project Document specifies that the project would strengthen the traditional systems for conservation of fisheries resources, would adapt national regulations on sustainable fish catch to local conditions, and would pilot sustainable farming systems, including agroforestry. (PD pg. 10) The TE does not report on whether the project embarked or succeeded in these activities.

The TE does report a reduction in illegal timber felling, increase in protection of lake areas, and a fisheries management plan used for sustainable exploitation of the lake's fisheries. (TE pg. vi) A community-based biodiversity conservation program was initiated and sustained during the duration of the project, which led to replanting of degraded forest areas. (TE pg. 11) There was training and skills upgrading in nursery development, tree planting and natural regeneration for community members. (TE pg. vi) The TE reports that, before the project, the lake communities were not aware of the effect of tree planting on lake watershed ecosystems, and that after the project, farming close to the lake has ceased and there are visible signs that the lake is no longer receding. (TE pg. 11)

The TE concludes that the project met 70% of the stakeholder aspirations and expectations, and that by the end of project implementation, the project objectives were largely met, and in certain cases, exceeded targets. (TE pg. iv, 7) It is clear that the project achieved progress in all four of its expected outcomes: (1) the project established a biodiversity assessment and monitoring program which produced important time series data; (2) the project created a successful environmental awareness program, without which the change in attitudes among the communities in the project area would not have been possible, according to the TE; (3) the project strengthened traditional resource management systems, particularly with the creation of civil society groups that enforce traditional by-laws; and (4) the project promoted community-based natural resource management. It is important to note that the last two PIRs rate the progress of all of the project's outcomes as satisfactory.

Project outcomes are commensurate with the project’s expected outcomes, and with the problems the project was intended to address. Their lack of specificity aside, most of the Key Performance Indicators were successfully achieved. Thus, the effectiveness of this project is rated satisfactory.

4.3 Efficiency	Rating: Satisfactory
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Project accounts were maintained by Friends of the Earth- Ghana and the Ministry of Finance and Economic Planning. Audits of the accounts were carried out by Deloitte and Touche Chartered Accountants annually. (TE pg. 1) The TE reports that project organization, management and financial delivery rates on project components were adequate, and that, overall, the project implementation was efficient under the given circumstances. (TE pg. 11)

The TE reports that there was a general delay in work plan implementation, due to the delay in the release of funds. Further, the introduction of a new financial administration system by the UNDP also caused a few delays in project implementation. These delays had a ripple effect on the supply of essential project equipment like Wellington boots to community based group members. However these delays did not significantly impact on the project. (TE pg. 12) The TE reports that project reports were delivered on time and that the Ministry of Finance and Economic Planning representative indicated that report submission was efficient, the report quality was good and all queries were addressed. (TE pg. 12) It seems there were minor shortcomings in efficiency which ultimately did not affect project implementation, therefore the project efficiency is rated satisfactory.

4.4 Sustainability	Rating: Moderately Unlikely
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Financial Risks – Not Rated

The TE does not present any evidence on whether project activities will continue with sufficient financing, or whether there are significant financial risks to project sustainability.

Socio-political Risks – Sustainability Moderately Likely

The TE reports that environmental risks from habitat degradation are compounded by a weakening traditional resource management system, lack of respect for traditional values, and a paucity of information on the status and trends in biodiversity in the lake watershed. (TE pg. 5) The TE reports that the project created the environmental awareness within the project area which was necessary for a change in attitude towards natural resources and their management. The training and skills upgrading component of the project coupled with the creation of a strong civil society in the project areas with a high level of knowledge in the importance of biodiversity will ensure the sustainability of the project’s results after termination. (TE pg. 29)

Environmental Risks- Sustainability Moderately Likely

The TE discusses that the threats to the lake watershed include habitat degradation through the conversion of forest land to agricultural use, bush burning and resultant silting of the lake, and increased harvesting of fauna, mainly fish and game resulting in decreased biodiversity in the watershed. (TE pg. 5) Although the TE does not directly discuss whether these remain unaltered or if they have been mitigated by project activities, the TE does report that project outcomes have addressed some of these threats, including: a fishery management plan,

restoration of degraded lands, reduced illegal timber felling, decrease of unsustainable farming practices like bush - burning, land clearing and farming close to the lake (TE pg. v, vi)

Institutional Risks – Sustainability Moderately Unlikely

The TE reports that the sustainability of the project achievements in the Community-based Biodiversity Assessment and Monitoring Component is not assured, since the TE notes that the project has not specified a repository for these time series and management plans. (TE pg. v) The TE also does not mentioned whether Friends of the Earth built links with existing national monitoring programs to ensure that the data collected would feed into national level monitoring efforts, as was specified in the Project Document. (PD pg. 9-10)

5. Processes and factors affecting attainment of project outcomes

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, then 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 TE does not discuss the co-financing of this project. The NGO and executing agency Friends of the Earth provided almost 16% of the total funding for this project. It may be concluded that some of the project's components would not have been possible without co-financing.

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 not extended, and was completed a few months ahead of schedule. The TE reports that there was a general delay in work plan implementation, due to the delay in the release of funds. Further, the introduction of a new financial administration system by the UNDP also caused a few delays in project implementation. These delays did not significantly impact on the project. (TE pg. 12)

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

The TE does not directly discuss country ownership of this project. The TE does state that this project is in the interest of the government of Ghana, and that it "received the necessary political support". (TE pg. 27)

6. Assessment of project's Monitoring and Evaluation system

Ratings are assessed on a six point scale: Highly Satisfactory=no shortcomings in this M&E component; Satisfactory=minor shortcomings in this M&E component; Moderately Satisfactory=moderate shortcomings in this M&E component; Moderately Unsatisfactory=significant shortcomings in this M&E component; Unsatisfactory=major shortcomings in this M&E component; Highly Unsatisfactory=there were no project M&E systems.

Please justify ratings in the space below each box.

6.1 M&E Design at entry	Rating: Moderately Unsatisfactory
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The Project Document specifies that two different units would be responsible for M&E during this project. The Project Coordination Unit at the Friends of the Earth headquarters in Accra would be responsible for managing monitoring and evaluation activities under the project; compiling annual project performance reports; and financial management for the project. A Project Implementation Unit located at the field site (in Abono, a village next to the lake) would develop a detailed monitoring and evaluation plan to monitor implementation performance, based on indicators specified in the Project Document. The Project Document also prescribes an annual workshop with beneficiaries and stakeholders to review M&E results and use them to inform the work plan of the following year, and to correct deficiencies in implementation. (PD pg. 13) The Project Document does not mention any more specifics, but states that the standard monitoring and evaluation requirements of both UNDP and GEF will be adhered to. (PD pg. 13)

The M&E design at entry prescribed annual M&E activities, responsible parties, and indicators against which to judge progress. The Project Document makes clear that M&E activities are meant to inform project implementation and to identify project weaknesses. But the M&E design does not include rigorous specifics. There is no mention of establishing baseline data, there is no specific time frame for M&E activities, there is no clearly identified budget for M&E activities, and there is no mention of a midterm review. Indicators are not SMART, and they are not specific enough to provide meaningful assessments of progress. M&E design at entry does not seem sufficient to ensure adequate monitoring of progress towards results, and could have benefited from more specific guidance, thus it is rated moderately unsatisfactory.

6.2 M&E Implementation	Rating: Moderately Satisfactory
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The TE states that the Project Document requires the project implementation team to develop a detailed monitoring and evaluation plan, including a logical framework approach and precise indicators to measure project results, and that the Terminal Evaluation team needs to verify that this was performed correctly and on time and has been used throughout the life of the project. (TE pg. 36) However, the TE does not discuss the project's logical framework for M&E, and does not report whether M&E was performed correctly and on time and informed project implementation.

In Annex B of the TE, the Terms of Reference for the TE mention that a Project Tripartite Report, Quarterly Progress Reports and Annual Project Reports, and a Mid-term Review Report were conducted. (TE pg. 3) The TE also mentions a midterm review carried out in August 2003, the Tripartite Review carried out once a year, and the Project Implementation Review. (TE pg. 36) The TE states that the project director visited the project sights monthly, and held monitoring and evaluation meetings with the local communities and project beneficiaries. (TE pg. 16) Finally, the TE states that the UNDP rated the contents of these M&E reports as very good, well-structured with GEF queries well addressed. (TE pg. 21)

There is no additional information on M&E provided by the TE. There is evidence that an M&E system was in place, that responsible parties were assigned to perform M&E reports, and that the reports were found satisfactory by UNDP. The TE notes that the project implementation program adapted and responded to changing needs and objectives of all stakeholder groups

during the project period, and modified some project objectives to accommodate local needs. (TE pg. 27) Thus it seems that the M&E system informed project implementation. Finally, the last two PIRs of this project indicate that all project components were being implemented in a satisfactory manner. The TE does not provide any ratings on any project components, and does not report on any ratings.

Based on this limited but indicative evidence, M&E implementation is rated moderately satisfactory.

7. Assessment of project implementation and execution

Quality of Implementation includes the quality of project design, as well as the quality of supervision and assistance provided by implementing agency(s) to execution agencies throughout project implementation. Quality of Execution covers the effectiveness of the executing agency(s) in performing its roles and responsibilities. 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	Rating: Satisfactory
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The project implementing agencies for this project are UNDP, and the Ministry of Finance and Economic Planning. The TE reports that the UNDP established a Steering Committee for this project, composed of the UNDP, the executing agency Friends of the Earth, and the District Coordinating Councils of the District Assemblies, and that this institutional framework was adequate. (TE pg. 16, 17) The TE notes that the Steering Committee would have benefitted from including representatives of the Environmental Protection Agency and the Ministry of Environment and Science, and that the project implementation would have benefitted from a hydrologist. (TE pg. 17)

The TE reports that the Ministry of Finance and Economic Planning noted delays in project implementation, put in place specific solutions, and noted the improvement of project implementation, thus the project implementation agencies monitored the progress and performance of the project, and adequately adjusted implementation measures to ensure successful progress. (TE pg. 21) The Ministry also succeeded in securing the collaboration of local district governments on the sustainable management of the lake's natural resource, and the TE notes this is a major achievement of the project. (TE pg. 22)

With the evidence presented in the TE, and the successful completion of most of the project's components as further evidence, the quality of project implementation is rated satisfactory.

7.2 Quality of Project Execution	Rating: Satisfactory
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The executing agency is Friends of the Earth-Ghana. The Project Document called for a thorough project execution infrastructure, including a project steering committee chaired by the Chairman of Friends of the Earth-Ghana, and representatives of the local communities,

Department of Forestry, Fisheries Department, and the Ministry of Education. The steering committee would provide policy guidance; approve annual work plans, budget, and audit reports; and general oversight of implementation. (PD pg. 13) In addition, the Project Document calls for a project coordination unit in Accra that would coordinate project activities, manage M&E activities, compile annual project performance reports; and a project implementation unit established at Abono, one of the villages around the lake, that would be directly responsible for managing field implementation in collaboration with community leaders.(PD pg. 13)

The TE reports that the project management team was composed of a Project Director, a project accountant, a site manager, and four field assistants. (TE pg. 15) The project was implemented in 26 communities in the Lake Bosomtwe catchments area of the Ashanti Region. The project established 24 community volunteer Friends of the Earth groups in all the participating communities, governed by an executive committee of a chairman, secretary and a treasurer who received monthly remuneration from Friends of the Earth. These groups were guided by local rules and regulations on membership conditions, functions of executives and use of funds. The local implementation groups were answerable to a Project Steering Committee made up of representative of the local Chiefs, Assemblyman, Women's Leader and an Opinion Leader. (TE pg. 16-17) Thus it seems that the executing agency established an inclusive, community based network of groups that increased project ownership and ensured local engagement.

The TE reports that the communication tools used by the project were effective at creating awareness for the project, and promoted active participation. The project's implementation strategy has created empowerment, improved access to resources, and material welfare which include education or training, income generating etc. (TE pg. 15)

The TE reports that the Ministry of Finance and Economic Planning thought that project implementation was within budgetary limits and the submission of project reports was timely. (TE pg. 22)

The project was effective in adapting and responding to changing needs and objectives of all stakeholder groups during implementation. Some project objectives were modified to accommodate local needs, and this flexibility was essential in ensuring successful implementation of the project. The TE reports that there was honesty and transparency between the project implementation team and the local project stakeholders. Some beneficiary communities expressed the view that the project implementation team was forthright with information on project details including finances. (TE pg. 27)

Based on the information presented in the TE, project executing is rated satisfactory.

8. Assessment of Project Impacts

Note - In instances where information on any impact related topic is not provided in the terminal evaluations, the reviewer should indicate in the relevant sections below that this is indeed the case and identify the information gaps. When providing information on topics

related to impact, please cite the page number of the terminal evaluation from where the information is sourced.

8.1 Environmental Change. Describe the changes in environmental stress and environmental status that occurred by the end of the project. Include both quantitative and qualitative changes documented, sources of information for these changes, and how project activities contributed to or hindered these changes. Also include how contextual factors have contributed to or hindered these changes.

The TE reports the following evidence of environmental change:

- Degraded ecosystems in the project area are being rejuvenated through tree planting, restoration of degraded lands, establishment of dedicated forests and reduced tree felling. In all, five dedicated forests are being protected. These are located at Abono, Abrodwum, Obbo, Mim and Brodekwanu. (TE pg. vi)
- The community rights and responsibilities of the landowners and individual farmers in forest management increased resulting in the decrease of unsustainable farming practices like bush - burning, land clearing and farming close to the lake. (TE pg. v)
- There has been a reduction in illegal timber felling and areas close to the lake are being protected. The fisheries management plan introduced in some of the communities are being used for the sustainable exploitation of the lake's fishery resource. (TE pg. vi, 24)
- Communities are investing in environment through enrichment planting, establishment of woodlots and management of dedicated community forests. (TE pg. 15)
- Various communities have also been mobilized to plant trees and establish woodlots to restock the degraded forest lands and also to provide fuelwood for industrial and domestic use. Most of the planting areas were around river courses and reclaimed areas. Illegal timber harvesting has also been brought under control. (TE pg. 15)

8.2 Socioeconomic change. Describe any changes in human well-being (income, education, health, community relationships, etc.) that occurred by the end of the project. Include both quantitative and qualitative changes documented, sources of information for these changes, and how project activities contributed to or hindered these changes. Also include how contextual factors have contributed to or hindered these changes.

The TE reports the following evidence of socioeconomic change:

- Socioeconomic impacts of the project include a positive but limited impact on poverty reduction and gender. Friends of the Earth gave Two Hundred Thousand cedis (¢200,000.00) to each member of volunteer groups for small scale income generating activities such as trading and basket weaving. The groups indicated that the teak trees planted will be harvested and sold. The farmers were optimistic that teak farming will bring income, thus alleviating their poverty. (TE pg. 11)
- The implementation of the project has created a strong civil society capable of sustainable resource management. (TE pg. 11)
- The project was successful in its significant positive impacts which have engendered change in attitude and the resource use within the lake watershed. The training and skills upgrading component of the project coupled with the creation of a strong civil society with a high level of knowledge in the importance of biodiversity ensures the sustainability of the project's results after termination. The project has also contributed immensely to capacity development within the communities. (TE pg. viii)

- Through the project intervention, communities have been empowered to have maximum control over their forest resources. Communities are investing in environment through enrichment planting, establishment of woodlots and management of dedicated community forests. (TE pg. 15)
- A revolving fund was created from which local people could access funds to undertake economic ventures that support biodiversity conservation. (TE pg. 15-16)
- There has been a positive but limited impact of the project on poverty reduction and gender. (TE pg. 29)

8.3 Capacity and governance changes. Describe notable changes in capacities and governance that can lead to large-scale action (both mass and legislative) bringing about positive environmental change. “Capacities” include awareness, knowledge, skills, infrastructure, and environmental monitoring systems, among others. “Governance” refers to decision-making processes, structures and systems, including access to and use of information, and thus would include laws, administrative bodies, trust-building and conflict resolution processes, information-sharing systems, etc. Indicate how project activities contributed to/ hindered these changes, as well as how contextual factors have influenced these changes.

a) Capacities- The TE reports the following changes in capacity:

- Schools near the lake have modified their curricula to reflect environmental issues related to proper management of the lake, such as water quality. Environmental clubs have also been formed in the schools, which undertake activities such as tree planting. (TE pg. v)
- A community-based biodiversity conservation program was initiated and sustained during the duration of the project and this has led to replanting of degraded forest areas. The environmental awareness program has also created significant awareness on the values of biodiversity around the lake watershed within the communities as evidenced by the decrease in unsustainable farming practices such as bush burning, land clearing and farming close to the lake. (TE pg. v)
- Through the clubs activities members of the communities have been exposed to massive information on forest resources. Members of the club were supplied with farming implements, pictures and posters on the environment and were also trained on nursery and tree planting technologies, which has become an asset to most members. (TE pg. 15)
- The project was relevant in creating the environmental awareness within the project area which was necessary for a change in attitude towards natural resources and their management. (TE pg. 29)
- The training and skills upgrading component of the project coupled with the creation of a strong civil society in the project areas with a high level of knowledge in the importance of biodiversity will ensure the sustainability of the project’s results after termination. (TE pg. 29)
- The project has contributed immensely to capacity development within the communities involved with the project. (TE pg. 29)

b) Governance - The TE reports the following changes in governance:

- The project has created management plans for traditionally protected forest areas and for lake fisheries. (TE pg. v)
- The project has strengthened traditional law enforcement processes. The emergence of civil society groups that are willing to enforce traditional bye-laws and to apprehend perpetrators of environmental degradation in the area is a success of the project. (TE pg. vi)

- Through the implementation of the project, some local laws and regulations on the environment such as laws preventing tree felling in sacred forest were strengthened and are currently being enforced. (TE pg. 11)
- Local bye-laws have been made and enforced to reduce unsustainable harvesting practices. (TE pg. 15)
- The community visits, consultation and educational awareness creation has led to the mobilization of some members of the communities to protect the forests from bushfires and illegal timber operators on regular basis. Special days in the week are set aside for general cleaning in the communities. Community members who deliberately refuse to attend communal labor are sanctioned. (TE pg. 15)
- There is a new Fishery Management Plan for the lake. (TE pg. 23)

8.4 Unintended impacts. Describe any impacts not targeted by the project, whether positive or negative, affecting either ecological or social aspects. Indicate the factors that contributed to these unintended impacts occurring.

The TE does not report any unintended impacts.

8.5 Adoption of GEF initiatives at scale. Identify any initiatives (e.g. technologies, approaches, financing instruments, implementing bodies, legal frameworks, information systems) that have been mainstreamed, replicated and/or scaled up by government and other stakeholders by project end. Include the extent to which this broader adoption has taken place, e.g. if plans and resources have been established but no actual adoption has taken place, or if market change and large-scale environmental benefits have begun to occur. Indicate how project activities and other contextual factors contributed to these taking place. If broader adoption has not taken place as expected, indicate which factors (both project-related and contextual) have hindered this from happening.

The TE does not report any project components or initiatives that were adopted at scale. However, it is possible that many of the project's activities surrounding community education and management plans for sustainable resource use will be sustained after project completion.

9. Lessons and recommendations

9.1 Briefly describe the key lessons, good practices, or approaches mentioned in the terminal evaluation report that could have application for other GEF projects.

The TE lists the following lessons learned (TE pg. ix-x, 31-33):

- Revered taboos and traditions could serve as building blocks on which sustained and long-term positive change in community resource management could be based.
- Projects of this nature require an effective design and implementation strategy. For example, the projects should not be seen as introducing any new technology/idea/law that might be considered as foreign by the communities. Rather, the project should build on existing practices (in this case, the idea of reverence for sacred groves was used in establishing dedicated woodlots). This approach helped significantly in creating confidence in, and support for the project, as the project was seen to respect traditional practices and to even encourage them. In rural areas of Ghana, most environmental conservation practices are implemented traditionally with taboos and other traditional legislative instruments. The use of official legislations is often misunderstood by the largely illiterate

populace and has largely failed to achieve their objectives. This is because they are generally regarded with suspicion and misinterpreted as edicts emanating from a 'faceless' government with an 'ulterior' agenda inimical to the rural people. Hence formulating the project to be consistent with local custom was on the whole necessary for the success of the project.

- The use of built-in incentive package for community members directly involved in the project was ideal in mobilizing them. At the outset of such a project, the immediate benefits may not be obvious to the community, hence those engaged in the project need to be encouraged to continue with their participation. There is also the issue of time/labor lost in participating in the project, which also needs to be recompensed. This guarantees maintenance of momentum in project implementation, especially when the gains of the project are not immediately obvious. Such incentives may be the provision of implements such as hoes, machetes, Wellington boots and microcredit schemes. Other members of the community who previously engaged in unfavorable practices as a source of livelihood should also be provided with some form of alternative livelihood as a transitional tool to a more stable and sustainable form of life. This is important, especially in poor rural communities where options for employment are very limited and capital to start enterprises are also difficult to come by. Finally, activities of project implementation should by themselves be rewarding to the community, for example, skills upgrading in nursery management and teak planting.
- The active involvement of local authorities in such a project is very important for its sustainability. Involvement of local communities in the monitoring and evaluation of the project would increase trust and confidence in the project as well as increasing the feeling of 'actual ownership' of the project.
- The inclusion of a program for school children in projects of this nature is very important. School children could serve as agents for change, but will inherit the environment after their parents and are more likely to pass on acquired positive attitudes to generations.
- Projects of this nature may need specific and specialized manpower requirements for effective implementation. This is important and should be identified at the proposal stage by all involved stakeholders.
- Delivery on project inputs must be timely to ensure smooth project implementation and to maintain the moral of the communities involved in the project. Delays in project inputs may adversely affect project implementation, reduce the importance of the project to the communities, delay implementation plans and generally affect the timeliness of project delivery.

9.2 Briefly describe the recommendations given in the terminal evaluation.

The TE lists the following recommendations:

- The TE writers suggest that Lake Bosumtwi be declared a World Heritage Site and a Tourist destination as per UNESCO guidelines. Tourism will bring jobs and alternative livelihoods that would contribute to the ecological integrity of the lake and its catchments areas, and would reduce poverty. (TE pg. viii)
- Alternative livelihood activities like snail farming, poultry, livestock rearing, should be introduced to the project beneficiaries groups to reduce pressure on fishing in the lake and commercial farming on the lake's slopes. (TE pg. viii)
- The indigenous environmental laws need to be gazetted by the District Assembly to ensure sustainability. A strong commitment from the District Assembly to support local communities in enforcing laws should be encouraged. (TE pg. viii)

- More studies are needed on the lake fisheries to determine appropriate level of exploitation. The management plan for the lake resource should be revised periodically and should include increasing the biodiversity and stock density of fauna currently in the lake by methods such as in situ breeding. (TE pg. viii-ix)
- As part of the withdrawal strategy, the larger segment of society which was not involved with the project is encouraged to be involved with project implementation. (TE pg. ix)
- More stakeholder consultation is recommended in identifying forest tree species that should be planted on community woodlots and dedicated forests. The local people have a colossal amount of knowledge about tress that existed before the degradation of the forest. Their suggestions in identifying forest tress to be planted will therefore be valuable. (TE pg. 30)
- Project indicators must be SMART, i.e. they should be specific to a project activity, measurable, achievable, realistic and should have realistic time frame and budgets. This ensures effective implementation and evaluation. Such indicators must also be made available to community members so that a sort of review/monitoring can be done by community members to access project implementation status.

10. Quality of the Terminal Evaluation Report

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	GEF EO comments	Rating
To what extent does the report contain an assessment of relevant outcomes and impacts of the project and the achievement of the objectives?	The TE documents relevant outcomes and impacts, but it does not report on all the indicators specified by the Project Document, and some project activities are confusingly reported under components they were not assigned to.	MS
To what extent is the report internally consistent, the evidence presented complete and convincing, and ratings well substantiated?	The report is internally consistent, but the report does not present complete evidence. The TE does not discuss co-financing, country ownership, M&E design or implementation, or sustainability.	U
To what extent does the report properly assess project sustainability and/or project exit strategy?	The TE comments on project sustainability in passing, and does not address the subject directly or comprehensively. TER sustainability ratings were cobbled together from evidence found throughout the TE.	U
To what extent are the lessons learned supported by the evidence presented and are they comprehensive?	The lessons learned are supported by the evidence in the TE, they are comprehensive in scope, and they present useful and grounded recommendations for future projects.	HS
Does the report include the actual project costs (total and per activity) and actual co-financing used?	The TE includes total project costs, but does not include project costs by activity, nor a discussion of co-financing.	U
Assess the quality of the report's evaluation of project M&E systems:	The TE does not explicitly discuss or rate the project's M&E system.	HU
Overall TE Rating		MU

$$0.3 \times (a + b) + 0.1 \times (c + d + e + f) = 0.3(6) + 0.1(11) = 1.8 + 1.1 = 2.9 = \text{MU}$$

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

In addition to the TE and the PD, the TER reviewer used the two most recent PIRs, dated 2004 and 2005.