Terminal Evaluation Review form, GEF Evaluation Office, APR 2014

1. Project Data

Summary project data			
GEF project ID		83	
GEF Agency project ID		3402	
GEF Replenishment Phase		GEF-1	
Lead GEF Agency (include all for joint projects)		World Bank	
Project name		Nature Reserve Management	
Country/Countries		China	
Region		EAP	
Focal area		Biodiversity	
Operational Program or Strategic Priorities/Objectives		OP-3: Forest ecosystems	
Executing agencies involved		Division of Natural Resources (DNR) of the Ministry of Forestry	
NGOs/CBOs involvement		None	
Private sector involvement		None	
CEO Endorsement (FSP) /Approval date (MSP)		05/15/95	
Effectiveness date / project start		07/18/95	
Expected date of project completion (at start)		06/30/02	
Actual date of project completion		06/30/02	
Project Financing			
		At Endorsement (US $M)	**At Completion (US $M)**
Project Preparation Grant	GEF funding	1.680	1.210
	Co-financing		
GEF Project Grant		17.900	16.479
Co-financing	IA own		
	Government	5.700	8.450
	Other multi- /bi-laterals		
	Private sector		
	NGOs/CSOs		
Total GEF funding		19.580	17.689
Total Co-financing		5.700	8.450
Total project funding		25.280	26.139
Terminal evaluation/review information			
TE completion date		11/20/02	
TE submission date		11/20/02	
Author of TE		N/A	
TER completion date		10/02/14	
TER prepared by		Sean Nelson	
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	N/R	HS	S	MS
Sustainability of Outcomes	N/R	L	L	ML
M&E Design	N/R	N/R	N/R	S
M&E Implementation	N/R	N/R	N/R	S
Quality of Implementation	N/R	HS	HS	S
Quality of Execution	N/R	HS	HS	S
Quality of the Terminal Evaluation Report	-	-	S	MS

3. Project Objectives

3.1 Global Environmental Objectives of the project:

The project's GEO is to protect biodiversity in Chinese nature reserves, in particular the Giant Panda, the Golden Monkey and the Golden Takin. The Giant Panda is mentioned as a focus species. Their habitats were under threat from human activities like logging.

3.2 Development Objectives of the project:

The project seeks to achieve its GEO by enhancing local capacity at reserves, focusing on “innovative approaches to organization, planning, skills development, information management, and the integration of local communities into reserve management. The main focus will be on developing skills, human resources, and systems for improving protection and management at the field level” (PD, p. 3). Three species in particular will be targeted for protection: the Giant Panda, the Golden Monkey and the Golden Takin.

The project was made up of the following 5 components:

1) Nature Reserve Component: Improve management at 5 key reserves, along with improving local infrastructure and improving the local communities' roles in reserve management. These 5 reserves are Xishuangbanna (which is made up of 4 sub-reserves), Wuyishan, Qinling, Poyang Lake and Shennongjia.

2) Enterprise Restructuring Component: Set up a biodiversity land-use conflict resolution pilot project that would aim to restructure timber extraction near the Qinling Reserve Group

3) Capacity Building Component: Support a team that would provide 900 person-months of training to strengthen the Ministry of Forestry (MFO) Division of Nature Reserves (DNR) and the Yunnan Province Forest Department (YPFD) Office of Nature Reserves (ONR)

4) Management Information System Component: Create a DOS-based database system to help improve reserve management decision making processes

5) Research Component: Improve the current Chinese reserve research system

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

There were **no** changes noted in the TE.

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**

This project is relevant to the GEF under GEF Operational Program 3: Forest ecosystems, which seeks to protect and conserve globally significant biodiversity in forest ecosystems. In addition, the Chinese government had recently passed New Environmental Protection and Wildlife Conservation Laws in 1989 and ratified the Convention on Biological Diversity in 1993. Protecting the Giant Panda, which lived on some project reserves, was a particular focus for the government. Finally, the State Commission on Environmental Protection in 1994 approved a Biodiversity Conservation Action Plan (BAP) that was developed with help from the GEF Pre-Investment Facility (PRIF).

4.2 **Effectiveness**	Rating: **Moderately Satisfactory**

Note: This document rates project effectiveness slightly lower than the TE does, which rated project outcomes as “Satisfactory.” This is due to the failure to find new employment for most of the Changqing Forestry Bureau’s former employees despite this component’s high cost and the low adoption rates of the Management Information System.

Summary: Possibly as a result of project activities, the mountain reserves saw their vegetation cover increase from 90 percent to 95 percent from 1995 to 2001. The training program appears to have reached a number of staff across all of the reserves, though little mention is made of how successful these training programs were in practice. The reserves also carried out infrastructure improvements and community engagement activities. Closing the Changqing Forestry Bureau ended up altering the Enterprise Restructuring Component from being biodiversity land-use conflict resolution pilot project in favor of simply relocating or creating new job opportunities for fired workers. The attempt to find new employment for these workers was the least successful part of the project. The project supported the development of a computerized Management Information System, but adoption rates remained low. The project also supported research projects that appear to have improved local biodiversity knowledge.

In addition, the Golden Monkey and Golden Takin population numbers increased in the project mountain reserves. While Giant Panda sightings had increased, it was unclear if this counted as a statistically defensible increase in their population due to the project. With this said, the local Giant Panda habitats at all but one of the reserves increased in size. Poyang Lake saw an increase in observed waterbird species and the local Siberian Crane population. The Wuyishan Nature Reserve, using project assistance, was successfully nominated as a World Heritage Cultural and Natural Site (WHCNS).

1) Nature Reserve Component: Improve management at 5 key reserves, along with improving local infrastructure and improving the local communities' roles in reserve management. These 5 reserves are Xishuangbanna (which is made up of 4 sub-reserves), Wuyishan, Qinling, Poyang Lake and Shennongjia. **Satisfactory**

The TE focuses on the community outreach part of this component. This part of the project supported these 4 initiatives: 1) Holding meetings with local communities explaining the benefits of co-management, 2) Providing training for Reserve staffs in Participatory Rural Appraisal (PRA) and biodiversity advocacy, 3) Creating Stakeholder Committees charged with carrying out PRAs, collect resource use data and addressing local communities' problems with their local Reserve and 4) Having the Stakeholder Committees and Reserve staff write Community Resource Management Plans and Co-Management Contracts that explicitly spell out both Reserve staffs' and local communities' responsibilities for managing the Reserves. Community co-management activities were carried out in 8 pilot communities across 6 of the project reserves.

In order to support these initiatives, the project also 1) introduced a community investment grant program to promote sustainable local development, 2) held public education programs to promote the benefits the Reserves bring to local communities, 3) started summer camps and other community outreach programs and 4) carried out M&E to ensure equitable development and to ensure proper project implementation.

On the management side, the project also supported 1) writing and implementing new Reserve management plans, 2) upgrading Reserve management infrastructure on site (guard posts, field kits, communications technology, etc.) and 3) improving the Wuyishan Nature Reserve through creating a

wildlife corridor to connect different parts of the Reserve and writing a National Forestry Reserve System Plan (NFRSP).

2) Enterprise Restructuring Component: Set up a biodiversity land-use conflict resolution pilot project that would aim to restructure timber extraction near the Qinling Reserve Group. **Moderately Unsatisfactory**

The two forest farms in question were state-owned farms under the Changqing Forestry Bureau. Their activities threatened local panda habitats. According to the TE, "the entire forestry area was to be legally designated as a national-level nature reserve, with a core zone of 11,000 ha and an experimental zone of 19,000 ha" (TE, p. 3). This core zone was the main local panda habitat. In preparation for this project, the government stopped all human economic activities in the core zone in late 1993 when the Changqing Forestry Bureau was closed down to create the Changqing Nature Reserve.

When the government shuttered the Changqing Forestry Bureau, it eliminated the farms that threatened the Qingling Reserve. A total of 2,262 employees lost their jobs as a result, though not all of these employees had been directly involved in logging. 220 joined the Changqing Nature Reserve Bureau. The other employees chose 1 out of 3 options financed by the project: the "job creation program," the "job transfer with earmarked capital" option and the "relocation package." This does not include 549 retirees.

1,006 employees chose to participate in the "job creation program," which was the most expensive option at US$10,800 per employee. Only 206 of these employees were still at their new employee as of June 2002, while the other 800 had been laid off and subsequently received relocation support. Two new state-owned enterprises (SOE) were set up using project funding, but these SOEs were not financially viable and were facing closure. According to the TE, "this redeployment option has been both commercially unsuccessful and the least cost-effective of the three," (TE, p. 8) which is concerning since this was the most popular option.

150 employees opted for the "job transfer with earmarked capital" option. This option paid out around US$3,400 per employee. Unfortunately, many of these employees were fired again due to lacking their new jobs' required skills or being of too advanced an age. Local and provincial governments thus had to step in to ensure their livelihoods. Another 187 employees chose the "relocation package." This cost the project an average of US$6,400 per employee. The TE claims the majority of these workers are happy with this arrangement.

3) Capacity Building Component: Support a team that would provide 900 person months of training to strengthen the Ministry of Forestry (MFO) Division of Nature Reserves (DNR) and the Yunnan Province Forest Department (YPFD) Office of Nature Reserves (ONR) **Satisfactory**

The project helped to develop a national reserve training core curriculum that includes patrolling, data collecting, community co-management and applied biodiversity research. In addition, 13 Nature Reserve (NR) training courses were held, which were attended by over 1,000 NR personnel at least once. An additional 120 NR managers received reserve management and budgeting training. The Yunnan Nature

Reserve Bureau (NRB) received particular attention due to Yunnan's high level of biodiversity. Since training of trainers received a high priority, it appears good practices are able to spread across reserves nationwide. The project supported the creation of the National Forestry Sector Reserve System Plan (NFSRSP), which is China's (then) new systematic reserve personnel training program, which included training plans for over 1,600 other reserves of various sizes throughout China.

4) Management Information System Component: Create a DOS-based database system to help improve reserve management decision making processes **Moderately Satisfactory**

This was changed to a Windows-based system because this turned out to be simpler to use and develop. The system operates independently at the reserve, state government and central government level, with information moving from the local level upwards. It was operational at all 9 project reserves, but there was no movement to expand the system to other reserves at that point despite initial plans to do so. There was the risk that the Management Information System would become obsolete before it was widely adopted.

5) Research Component: Improve the current Chinese reserve research system **Satisfactory**

The project supported a total of 65 local research projects. 6 of these were biodiversity baselines study projects to catalog the different species across all 9 project reserves. These projects were competitively selected. According to the TE, "more emphasis on determining the status, distribution and ecological requirements of target species, and less on making comprehensive species inventories (lists), would have been appropriate" (TE, p. 10). 59 additional projects with a narrower focus were also supported. These were chosen through a competitive small grants program. The TE states that "in the opinion of the reserve managers, the small grants were most valuable in addressing specific questions related to reserve management" (TE, p. 10). The small grants projects also helped to strengthen ties and working relationships between reserve managers, local universities and research institutes. The project also supported a technical review of the research papers that found that over 90 percent were of high technical quality.

4.3 **Efficiency**	Rating: **Satisfactory**

Summary: The TE gives little reason to believe the project had any major efficiency issues, though the sections discussing delays contained little information. The project came in under budget from the GEF perspective.

Delays: The TE briefly mentions delays and extensions in passing, but fails to expand upon these issues. The TE states that "although the development and implementation of the management plan have been delayed and thus affected their functions, NRMP has great effect and influence on reserve objective management and quantitative assessing" (TE, p. 28). However, the TE does not explain how long this delay was for or why the delay occurred. Towards the project's end, an extra year was added to ensure remaining project tasks could be completed. This meant the project took 7 years instead of 6 years as

initially planned. The TE does not explicitly say which project tasks had to be completed in this extra final year.

Redundancy Issue: The project sponsored writing eco-tourism plans for 4 of the reserves. However, once 1 of the plans was chosen as the model, the other 3 plans were re-written to match that model. These other 3 plans appear to have been of low quality.

Cost Issues: The TE makes no note of any cost or financial management problems with the project. The reason GEF financing was slightly above the planned level was "because the grant was originally denominated in SDRs, but disbursed in US$, and the US$ depreciated by almost 9% vis-a-vis the SDR over the project implementation period" (TE, p. 12). Only the capacity building component turned out to be more expensive from a GEF financing perspective (coming to 125 percent of the appraisal estimate), while the other components all came in under budget. However, Chinese government support for the enterprise restructuring component turned out to be 205 percent of the initial appraisal, likely due to the government's decision to close down the relevant enterprises and move all of the workers to new jobs, which was different from and more expensive than initial plans.

4.4 **Sustainability**	Rating: **Moderately Likely**

Summary: The Chinese government and state governments remained committed to the reserves both politically and financially. In addition, reserves staff now had community outreach and co-management experience, which made them more sensitive to local communities' needs, which creates the potential to build long-term local support for the reserves. Lastly, institutional capacity-building through training remained an ongoing goal for reserve staff.

The project's sustainability rating is assessed according to the following 4 risk categories:

Environmental: **Unable to Assess**

The TE gives no information to judge environmental risks to project sustainability.

Financial: **Likely**

Chinese central and local government support to the reserves remained constant or rising for the fiscal year 2003 budgets.

Sociopolitical: **Moderately Likely**

The central government remained supportive of the reserves. Each project reserve had to create a post-project plan to implement or continue community co-management techniques, which created the potential for keeping local communities engaged. While reserve staff had also become more sensitive to local needs through training and community outreach initiatives, reserve management had also often expanded the size of zones where resource use had to be sustainable, which created the potential for conflict with local communities.

Institutional: **Likely**

Not only had over 1,000 personnel received training, but trainers had also received training. This creates the potential for ongoing capacity building. The creation of the nature reserve conservation training core curriculum and the National Forestry Sector Reserve System Plan also suggest that the commitment to training due to this project would remain constant.

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 PD originally estimated that the project would receive US$2.4 million from the Chinese central government, along with US$1.6 million from provincial governments and US$1.7 million from beneficiaries. This comes to a total in US$5.7 million. Instead, the project received US$16.9 million from Chinese government sources, though the TE does not differentiate between the amounts from different government tiers. The TE notes that this higher than expected co-financing helped to carry out project activities, especially regarding the altered plans for Changqing.

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 TE briefly mentions delays and extensions in passing, but fails to expand upon these issues. The TE states that "although the development and implementation of the management plan have been delayed and thus affected their functions, NRMP has great effect and influence on reserve objective management and quantitative assessing" (TE, p. 28). However, the TE does not explain how long this delay was for or why the delay occurred. Towards the project's end, an extra year was added to ensure remaining project tasks could be completed. This meant the project took 7 years instead of 6 years as initially planned. The TE does not explicitly say which project tasks had to be completed in this extra final year.

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 Chinese government continued to financially support the project reserves. The Chinese government expected to use the National Forestry Sector Reserve System Plan to expand the training program across roughly 1,700 reserves in China, but this had not yet been carried out. Some staff at non-project reserves had received training to use the Management Information System, but this was not yet widespread. In addition, the Chinese government closed down the Changqing Forestry Bureau to create the Changqing Nature Reserve, which reflects a commitment to Reserve creation and support.

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: **Satisfactory**

The PD has a well-defined M&E schedule that is integrated into the project's overall schedule. The schedule includes when each indicator should have data collected. In addition, the PD clearly defines numerous indicators in Annex 11. These indicators are in-line with best practices (i.e., they are SMART - Specific; Measurable; Achievable and Attributable; Relevant and Realistic; Time-bound, Timely, Trackable and Targeted). Annex 11 also mentions when indicators will have different types of data collected (baseline, annual, midpoint, endpoint, etc.). The M&E design also included training for guards at the reserves to collect M&E data as part of their regular patrols. The design also calls for localizing M&E during implementation to suit each of the Reserve's needs. The one drawback with the M&E design is that the line items in the budget are vague. It is unclear if the "Inventories and Monitoring System" covers the entire M&E process (including the Mid-Term Review, etc.) or just the guards' data collection process. This line item is US$1.193 million or about 6 percent of the total base cost.

6.2 **M&E Implementation**	Rating: **Satisfactory**

The TE notes that the M&E teams kept to the implementation schedule. In addition, the TE notes that the World Bank supervision helped to ensure the SFA maintained a high standard when conducting M&E missions. There appears to have been skills transfer to local consultants involved in the M&E process. The TE also notes that the Mid-Term Review in particular "was timely and made appropriate recommendations," (TE, p. 15) including how to best finish drafting the eco-tourism plans. Each project reserve now has its own M&E process underway. The guard patrol data collection plan appears to be working satisfactorily according to the TE. M&E has been adopted as part of the Chinese nature reserve Master Plan.

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**

According to the TE, the World Bank designed a project that was both ambitious and achievable. In addition, the World Bank remained active in overseeing project activities. The TE and the SFA considered the World Bank's implementation of the M&E program to be satisfactory, including keeping a proper schedule and transferring skills to local consultants.

7.2 **Quality of Project Execution**	Rating: **Satisfactory**

The TE praises the executing agency's performance. The TE does not note any major instances of project outputs that were not finished or near completion. In addition, the SFA practiced adaptive management, such as re-allocating time and resources for finishing the eco-tourism plans following the MTR's recommendations. Work was carried out an all project components.

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 below that this is indeed the case. 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.

With only one exception, the mountain nature reserves saw their vegetation cover increase from an average of about 90 percent in 1995 to 95 percent in 2001. Giant Panda habitats also increased in size at all but one reserve. The majority of the reserves also saw a decrease in logging, hunting and forest fires (TE, p. 6).

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 main component focusing on socioeconomic change was the enterprise restructuring program. 2,262 employees lost their jobs at the Changqing Forestry Bureau when the government closed it. 352 employees were unable to subsequently find work, while 549 retired. 1,006 employees had chosen to take part in the job creation program, but 800 of these employees had been laid off at one point or another. These 800 workers often took relocation packages. A further 187 employees who relocated to their home villages appear to have maintained their standard of living. State and local governments also often had to step in to ensure former Changqing Forestry Bureau workers retained their standard of living (TE, p. 8).

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:

More than 1,000 NR staff received training through the project. 120 reserve managers received training "in the principles of management planning and budgeting, environmental awareness and adaptive management." Each reserve now had their own part-time trainers on staff. The creation of the National Forestry Sector Reserve System Plan ensures continuing training at the project reserves (TE, pp. 8-9).

b) Governance:

The Windows-based Management Information System creates the potential to share information and enhance adaptive management capacity. The 6 baseline data projects and 59 smaller research projects also increased local biodiversity knowledge. Carrying out these studies also increased ties between the reserves, local universities and research institutions (TE, pp. 9-10).

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 mention any unintended impacts relating to this project.

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 National Forestry Sector Reserve System Plan has created the groundwork to expand the training program across roughly 1,700 reserves in China, but this had not yet been carried out. Some staff at non-project reserves had received training to use the Management Information System, but this was not yet widespread. There was worry the Management Information System would become obsolete before it was widely used or adopted (TE, p. 9).

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 points below were included as part of the TE's "Lessons Learned" section.

Overall Project Design:

- Design projects to carry out project tasks simultaneously instead of sequentially. This will allow for equal focus on all project components. While this allowed the project to focus on training and planning over infrastructure, in practice the project design "limited the duration, the flexibility and probably the impact of the management action phase" (TE, p. 16).
- Greater focus on replication. The attempts to replicate and raise funding for replication during the project's later phases were lacking.

Specific Project Components:

- Instead of trying to survey every specie on the reserves at once, focus on priority species. This would allow for adaptive management during the earlier parts of the project.
- "The planning process needs to be updated and master management plan adjusted every 3-5 years" (TE, p. 16).

Community Nature Reserve Co-management:

- Since most reserve staff have little experience with community outreach, early community projects should be limited in scope. These can be scaled up as capacity increases.
- Reserve co-management needs to be consistent with local development plan.
- Hands-on training working on projects is preferable to ensure ongoing staff commitment.
- Central government support will be required because state government support is often inadequate.

Biodiversity information management:

- Adaptive management requires regular monitoring of target species and habitats.
- To ensure that patrol staff are committed to conservation, have them be involved in monitoring. This is also cost-effective.
- Monitoring information systems require an ongoing source of funding.

Targeted conservation research:

- The central government should support targeted conservation research, which will help develop local expertise and effective solutions.

9.2 Briefly describe the recommendations given in the terminal evaluation.

The TE does not have a dedicated “Recommendations” section, but the following can be inferred from or were stated in the TE's body:

- The World Bank, when supervising a separate project in China (the Sustainable Forestry Development Project) in 2004, should also take a look at the management plans and finances of overlapping nature reserves to ensure the project's benefits have continued to bear fruit.
- A review of the Management Information System should be conducted to determine how useful and compatible it would be to upscale its use to other reserves. If this is possible, then that plan should be carried out.
- The central government should support targeted conservation research, which will help develop local expertise and effective solutions.

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 was largely consistent. However, the TE does not consider Output 2: Enterprise Restructuring to have been truly altered even though the nature of this output changed considerably due to government action around the project's beginning. The TE should have considered this a changed DO, which it did not.	**MS**
To what extent is the report internally consistent, the evidence presented complete and convincing, and ratings well substantiated?	The TE is internally consistent when addressing project successes and failures. However, some of the negative aspects, while often small, could have been explained in greater detail.	**MS**
To what extent does the report properly assess project sustainability and/or project exit strategy?	The TE notes the high level of government financial support for ongoing project reserve activities, as well as the institutional basis for ongoing training and capacity-building. However, the TE does not address when this training was expected to be expanded.	**MS**
To what extent are the lessons learned supported by the evidence presented and are they comprehensive?	The lessons learned are evidence-based. However, they fail to mention adequately address issues like the problems drafting and implementing eco-tourism plans. In addition, the "Lessons Learned" should have addressed how to overcome the difficulties in finding new opportunities for workers displaced due to creating new reserves.	**MS**
Does the report include the actual project costs (total and per activity) and actual co-financing used?	The TE includes budget line items in the "Project Costs and Financing" section in Annex 2. The numbers given are adequate though issues like the higher than estimated cost for the Research component are not addressed. In addition, the TE does not address the quality of financial management during the project. Even if financial management was flawless, this would be worth briefly addressing.	**MS**
Assess the quality of the report's evaluation of project M&E systems:	The TE has no discussion regarding the quality of the M&E design. The TE's section on M&E implementation rates this as "Satisfactory," but this section is underdeveloped and should have included a greater level of detail.	**MU**
Overall TE Rating		**MS**

Overall TE rating: (0.3 * (4+4)) + (0.1 * (4+4+4+3)) = 2.4 + 1.5 = 3.9 = Moderately Satisfactory

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

1. Activity Initiation Brief (January 29, 1992)

2. Feasibility Study (for) GEF China - Nature Reserves Investment Program (9 September 1993)

3. Minutes of Technical Review Panel Meeting (October 8, 1993)

4. Initial Project Information Document (February 23, 1994)

5. Final Executive Project Summary (January 24, 1995)

6. Summary of Negotiations (April 3, 1995)

7. Memorandum and Recommendation of the President (May 12, 1995)

8. GEF Project Document (Report No. 14013-CHA, May 1995)

9. Signed GEF TF028301 Grant Agreement (July 18, 1995)

10. Signed Amendment to GEF TF028301 Grant Agreement (November 26, 1996)

11. Signed Reallocation of Grant Proceeds (December 11, 1997)

12. The Follow-up Impact Study Report of the Relocation Program (with Case Study) (Ministry of Forestry, December 1997)

13. Follow-up Impact Study Report on Relocation Program Under NRMP in Shanxi Province (He Pikun, Academy of Forest Reconnaissance and Design in Yunnan Province, December 1997)

14. The Second NGO/Donor Meeting Documents (Ministry of Forestry, February 26, 1998)

15. Mid-Term Review Mission Report (November 2, 1998)

16. Operation Guidelines for Changqing Sub-loan Revolving Fund under GEF NRMP Project (Revised on February 5 and translated on February 10, 1999)

17. ICR Mission Documents (June 2002)

18. Mission Documents (Terms of Reference, Back to Office Reports, Supervision Reports and Aide Memoires) from 1993 to 2002

19. Project Audit Reports

20. Project Correspondences

21. Project Implementation Plans

22. Project Supervision Reports (PSRs - formerly Form 590s)