

Terminal Evaluation Validation form, GEF Independent Evaluation Office

1. Project Data

Summary project data			
GEF project ID		9160	
GEF Agency project ID		P155961	
GEF Replenishment Phase		GEF-6	
Lead GEF Agency (include all for joint projects)		World Bank	
Project name		Regional Partnership For African Fisheries Policy Reform (RAFIP)	
Country/Countries		Cabo Verde, Comoros, Ghana, Guinea, Guinea-Bissau, Liberia, Mauritania, Mozambique, Senegal, and Seychelles,	
Region		Africa	
Focal area		Multifocal Area	
Operational Program or Strategic Priorities/Objectives		IW-3: Support foundational capacity building, portfolio learning, and targeted research needs for joint, ecosystem-based management of trans-boundary water systems	
Stand alone or under a programmatic framework		Standalone	
If applicable, parent program name and GEF ID			
Executing agencies involved		World Bank	
NGOs/CBOs involvement			
Private sector involvement (including micro, small and medium enterprises) ¹			
CEO Endorsement (FSP) /Approval (MSP) date		6/30/2015	
Effectiveness date / project start date		7/24/2015	
Expected date of project completion (at start)		6/30/2018	
Actual date of project completion		11/30/2019	
Project Financing			
		At Endorsement (US \$M)	At Completion (US \$M)
Project Preparation Grant	GEF funding		
	Co-financing		
GEF Project Grant		2.0	1.910
Co-financing	IA own		
	Government		
	Other multi- /bi-laterals	12.0	12.0
	Private sector		
	NGOs/CBOs		
	Other		
Total GEF funding		2.0	1.910
Total Co-financing		12.0	12.0
Total project funding (GEF grant(s) + co-financing)		14.0	13.910
Terminal evaluation validation information			
TE completion date		3/30/2020	
Author of TE		Ayala Peled Ben Ari, Consultant (SAFS2)	

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](#))

TER completion date	1/17/2023
TER prepared by	Ines Freier
TER peer review by (if GEF IEO review)	Neeraj Negi

2. Summary of Project Ratings

Criteria	Final PIR	IA Terminal Evaluation	IA Evaluation Office Review	GEF IEO Review
Project Outcomes	S	S		MS
Sustainability of Outcomes		overall risk to the Development Outcome is Low		ML
M&E Design		Not rated		U
M&E Implementation		Not rated		MU
Quality of Implementation		U		U
Quality of Execution		MS		MS
Quality of the Terminal Evaluation Report				MU

3. Project Objectives and theory of change

3.1 Global Environmental Objectives of the project: no

3.2 Development Objectives of the project:

The Development Objectives of the project was to 'Improve the access to best practices and new knowledge on fisheries management of selected Sub-Saharan countries'. (MSP request p. 17, ICM p. 4)

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

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.

Providing countries with tools to more effectively manage their fish stocks and increasing the transparency of fisheries data (outputs) and better understanding of the economic value of fisheries in Africa, and the consequences of climatic changes and enhancing the dialogue on fisheries reforms across the region (project output) will encourage countries, regional and sub-regional entities to invest in fisheries reform. This will also facilitate building resilience into their strategies and investment programs (project outcome) which is likely to lead to lower fishing with maximum sustainable yield (intermediary outcomes). Other benefits include improvements in ecosystem health and subsequently ecosystem services such as essential spawning habitats, natural coastal protection, and carbon sequestration and storage (impact/ global environmental benefits); and contribution to human wellbeing and poverty eradication by sustaining livelihoods and securing food sources (Impact). (MSP request p. 11)

4. GEF IEO assessment of Outcomes and Sustainability

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

The outcome ratings (relevance, effectiveness, efficiency, and overall outcome rating) are on a six-point scale: Highly Satisfactory to Highly Unsatisfactory. The sustainability rating is on a four-point scale: Likely to Unlikely.

Please justify the ratings in the space below each box.

4.1 Relevance and Coherence	S
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The Relevance and coherence of the project is rated as satisfactory because the project meets the needs of the participating countries, needs for regional co-operation and is aligned with the GEF priorities and the mandate of the implementing agency.

In 2010, CAMFA (the Conference of African Ministers of Fisheries and Aquaculture) recognized weak coordination and cooperation as challenges for sustainable fisheries management in African countries. These issues were facilitated mostly at the sub- regional level through multiple entities, often resulting in fragmented management and development of this sector in the region. The African Union had established a fisheries unit within African Union - Interafrican Bureau for Animal Resources (IBAR), to support region-wide coordination and reform, which was to become a key stakeholder of the project. The issue of regional coordination continues to be relevant as countries face common sectoral challenges emerging from the cross-border nature of fish stocks and waters. (ICM p. 7)

The countries of focus were Cabo Verde, Comoros, Ghana, Guinea, Guinea-Bissau, Liberia, Mauritania, Mozambique, Senegal, and Seychelles, which had either accessed financing through a predecessor regional cooperation project implemented by the African Union, the GEF-financed Strategic Partnership for Sustainable Fisheries Management in the Large Marine Ecosystems in Africa (SPFIF, P125797, GEF ID: 3271), or met identified selection criteria. (ICM p. 4)

The project financed activities are relevant to the Blue Economy agenda of the World Bank, with a global portfolio of around US\$5 billion and further US\$1.65 billion in the pipeline. Projects include large regional fisheries programs in Africa and the Pacific (ICM p. 8)

The project was responsive to the GEF-6 IW- 1 of catalyzing sustainable management of trans-boundary water systems by supporting multi- state cooperation through foundational capacity building, targeted research, and portfolio learning. (ICM p. 8)

The project design was well suited to achieve the objective because it relied on a regional approach for delivering knowledge to a number of small countries. The project was designed as a follow-on Medium-Sized Project to the a GEF-financed project, which had been implemented by the African Union between 2009 and 2011 and supported regional coordination and knowledge exchange on trans-boundary resource management and national capacity building and fund raising for fisheries reform projects. While the GEF and partners made substantial investments in Sub-Saharan Africa, and the African Union demonstrated strong interest in fisheries reform, there was a need to further strengthen regional partnerships and networking, improve countries' access to new knowledge and best practices for fisheries management, and enhance the visibility of Africa's fisheries.

The design of the project reflected these identified needs by allocating resource to relevant studies and training, a communication program and provision of technical support to participating countries. It was also highly relevant to regional, World Bank and GEF contexts as shown, and it reflected lessons learned from the previous GEF projects and the Conference of African Ministers of Fisheries and Aquaculture (CAMFA) resolutions on the need to increase coordination of the fisheries sector and improve natural resources governance in the Large Marine Ecosystems (LMEs) by defining actions which targeted coordination, knowledge, and capacity gaps. (ICM 7).

The ICM report did not provide information about coherence with other projects.

4.2 Effectiveness	MS
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The effectiveness of the project is assessed as moderately satisfactory. Most of the outputs expected under the project were achieved. However, there is lack of adequate evidence to show if the delivered outputs such as studies conducted under this component were actually used. Moreover, it was also not clear from the available reports if the new structure of the Conference of African Ministers of Fisheries and Aquaculture proposed under the project was actually implemented or if participants applied the new knowledge gained through the training. Environmental impacts were also not identified. The ICM did not report on observed outcomes like institutional changes (ICM p. 9-11). So, it is not clear if the project contributes to achieve the aspired institutional change and environmental benefits.

All planned activities were conducted as per the details below:

Component 1: Lessons learned and best practices are regularly exchanged among stakeholders

The project exceeded the target under this component by developing 17 (as against 15) tools and knowledge products to support decision making in selected fisheries countries including three workshops and training sessions, three south-south exchanges, a coordination roadmap, three communication tools, an economic study, data management training, data transparency advisory, and advice on fisheries policy and/or governance reform. It also facilitated participation of selected fisheries projects in regional and sub-regional knowledge exchange fora.

Component 2: Increased stakeholder knowledge of key regional fishery subjects

As per TE, most of the studies and trainings expected to be covered under this component were completed satisfactorily.

Component 3: Funds requested for investment in new fisheries reform projects leveraged due to the proposed project

As per the TE, various projects were prepared and submitted to different funding agencies including GEF for investments in fisheries reform.

4.3 Efficiency	MS
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The efficiency of the project is rated as moderately satisfactory due to the delays in project delivery.

The project was sufficiently cost efficient delivering technical assistance to a range of smaller countries.

The TF's closing date was extended by 17 months in total: from June 30, 2018 to June 30, 2019 on May 1, 2018, and from June 30, 2019 to November 30, 2019 on June 17, 2019. The two extensions provided additional time for delayed activities to complete. (ICM p. 6)

4.4 Outcome	MS
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Given the limited evidence about achieved results related to institution building and environmental benefits, the outcome of the project is rated as moderately satisfactory.

Summarize key outcomes related to environment, human well-being, and enabling conditions (Policy, Legal & Institutional Development; Individual & Institutional Capacity-Building; Knowledge Exchange & Learning; Multistakeholder Interactions), as applicable. Include any unintended outcomes (not originally targeted by the project), whether positive or negative, affecting either ecological or social aspects.

It must be noted, however, that with Bank execution, the African Union could not build their capacity on project implementation as much as envisaged in the initial design. Bank execution on behalf of the African Union was agreed to expedite processing amidst capacity issues. As a result, the Bank was put at the center of activities' scoping and execution, procurement and reporting, with less scope for the African Union to build their readiness for implementing projects (funded by the Bank or other partners) and increase the likelihood of attracting resources in future. (ICM p. 9)

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. Not reported

4.5 Sustainability	ML
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The sustainability of a few of the results is moderately likely because their institutional sustainability is envisaged. The only mentioned example in the ICM is that the coordination roadmap resulted that the African Union endorsed the revised institutional and operational architecture of the Conference of African Ministers of Fisheries and Aquaculture (CAMFA) Secretariat and a recommendation to mobilize resources to operationalize the revised structure. (ICM p. 15)

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. Not reported

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 per TE. The expected co financing from African Union – Interafrican Bureau of Animal Resources (AU-IBAR) of 12 MUSD materialized fully.

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 TF's closing date was extended by 17 months in total: from June 30, 2018 to June 30, 2019 on May 1, 2018, and from June 30, 2019 to November 30, 2019 on June 17, 2019. The two extensions provided additional time for delayed activities to complete. (ICM p. 4) An underestimation of the time needed to execute the project's work plan as evidenced in the two closing date extensions, was one of the design weaknesses of the project. (ICM p. 9)

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. Not reported

There is no information in the available reports on this aspect.

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. Not reported

6. Assessment of project's Monitoring and Evaluation system

Ratings are assessed on a six point scale: Highly Satisfactory to Highly Unsatisfactory.

Please justify ratings in the space below each box.

6.1 M&E Design at entry	U
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The M&E Design at entry is unsatisfactory because the project had no environmental objective, it only measured mainly delivered activities and not even if the delivered activities were used – project development indicator 1 was if practitioners from the project countries reported an improved access to knowledge tools provided by the project. Only the use of tools would lead to the aspired institutional change. Project Development Indicator 2 was the total number of beneficiaries of the project like trained professionals or people reached by project communication tools (which included the project team). The third indicator was the number of new project proposals developed in the project. This indicator is not a suitable means to project results because it would set incentives that projects will produce other projects and no institutional and environmental change.

6.2 M&E Implementation	MU
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The quality of M&E implementation is rated as moderately unsatisfactory because the M&E implementation did not meet expectations. Noted weaknesses were irregular M&E of results compared to targets, including number of direct beneficiaries and stakeholders' satisfaction rates with project activities. The GEF IW tracking tool was not submitted at mid-term, at the end of the project the GEF tracking tool was submitted. (ICM p.15). There is no evidence that M&E data was used to improve project performance.

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	U
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The quality of project implementation is rated as unsatisfactory because project planning was weak and project implementation did not meet GEF requirements.

The project planning was weak because the project did not contain an environmental objective. The development objective is set at activity level (accessibility of best practices delivered, tools and knowledge products delivered, training, advice on fishery policy) and not even at output level (beneficiaries report that they have use the delivered knowledge products). The ICM did not mention these shortcomings of project planning.

Project implementation was undertaken according to World Bank standards which means that annual reporting was dropped from 2017 onwards because it is not a requirement for a small Bank-Executed project according to World Bank reporting guidelines (ICM p. 15). The Terminal Evaluation was implemented as World Bank Project Completion Monitoring (ICM).

7.2 Quality of Project Execution	MS
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The Quality of Project execution met expectations because all outputs have been delivered, project implementation was extended by 17 months however compliance with GEF requirements was not ensured. Compliance with GEF requirements refers to the delivery of respective reporting ((ICM p. 15). The project was executed as a World Bank project so there is limited information about project implementation in the ICM.

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.

No lessons learnt drawn in ICM

8.2 Briefly describe the recommendations given in the terminal evaluation.

1. Incorporate flexibility into the design and implementation of TA/knowledge projects to accommodate evolving priorities. Project resources were used flexibly to respond to emerging needs and priorities of

countries, the region and the World Bank while keeping sight of the project's objective and component description. This was thanks to a rather general definition of expected results and the World Bank team's attention to emerging needs and priorities of stakeholders.

2. Use Recipient-Executed Trust Funds to increase institutional capacities. The expectation that the project would help the African Union play a more prominent role in building a coalition of governments around fisheries issues and leading the fisheries reform dialogue did not materialize as planned since the World Bank executed the project. The Regional Partnership for African Fisheries Policies Reform could have put the AU more at the center of implementation if the Trust Fund resources were executed by the African Union, including planning of work plans and budgets, organization of events and commissioning of studies and reports. It is noted, however, that execution of small IPFs by non-Bank entities could be less cost-efficient due to the associated overhead costs and potential delays in execution using World Bank procedures.

3. Resolve a disconnect between World Bank and GEF reporting requirements for Bank-Executed Small IPFs/GEF Medium-Sized Projects. The team followed the World Bank reporting guidelines for small Bank-Executed projects (of no reporting), while the GEF maintained its annual reporting requirement for all financed projects. An agreement should be reached between the World Bank and the GEF on how to resolve this disconnect, and teams should be made aware of the agreed resolution. (ICR p. 16)

9. 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/indicators of terminal evaluation quality	GEF IEO COMMENTS	Rating
1. Timeliness: terminal evaluation report was carried out and submitted on time?	Too late	MU
2. General information: Provides general information on the project and evaluation as per the requirement?	yes	MS
3. Stakeholder involvement: the report was prepared in consultation with – and with feedback from - key stakeholders?	Not	U
4. Theory of change: provides solid account of the project's theory of change?	Provides account of theory of change but does not address shortcomings in project logframe	MU
5. Methodology: Provides an informative and transparent account of the methodology?	No	U
6. Outcome: Provides a clear and candid account of the achievement of project outcomes?	Provides account on delivery of project activities	MS
7. Sustainability: Presents realistic assessment of sustainability?	Provides account of risks	U
8. M&E: Presents sound assessment of the quality of the M&E system?	Not in a separate chapter, only as hints in the assessment of bank performance	U
9. Finance: Reports on utilization of GEF funding and materialization of co-financing?	Yes but no proof of co-financing	MU
10. Implementation: Presents a candid account of project implementation and Agency performance?	yes	MS

11. Safeguards: Provides information on application of environmental and social safeguards, and conduct and use of gender analysis?	Wrong understanding of safeguards: ... Since the project consisted of TA and capacity building through standard consultancies, non- consulting services, and training, it did not require complicated procurement and safeguard instruments. (ICM p. 9)	U
12. Lessons and recommendations are supported by the project experience and are relevant to future programming?	Recommendations are based on project experience	MS
13. Ratings: Ratings are well-substantiated by evidence, realistic and convincing?	<i>Ratings are based on evidence, ratings on performance are based on limited project planning and therefore contain not enough information for a Terminal Evaluation like account of institutional change</i>	MS
14. Report presentation: The report was well-written, logically organized, and consistent?	Does not contain all information required in a Terminal Evaluation of a GEF project	MS
Overall quality of the report		MU

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

<https://www.au-ibar.org/au-ibar-secretariats/spfif> (19th of January 2023)

ANNEX 1. GEF IEO THEORY OF CHANGE FRAMEWORK

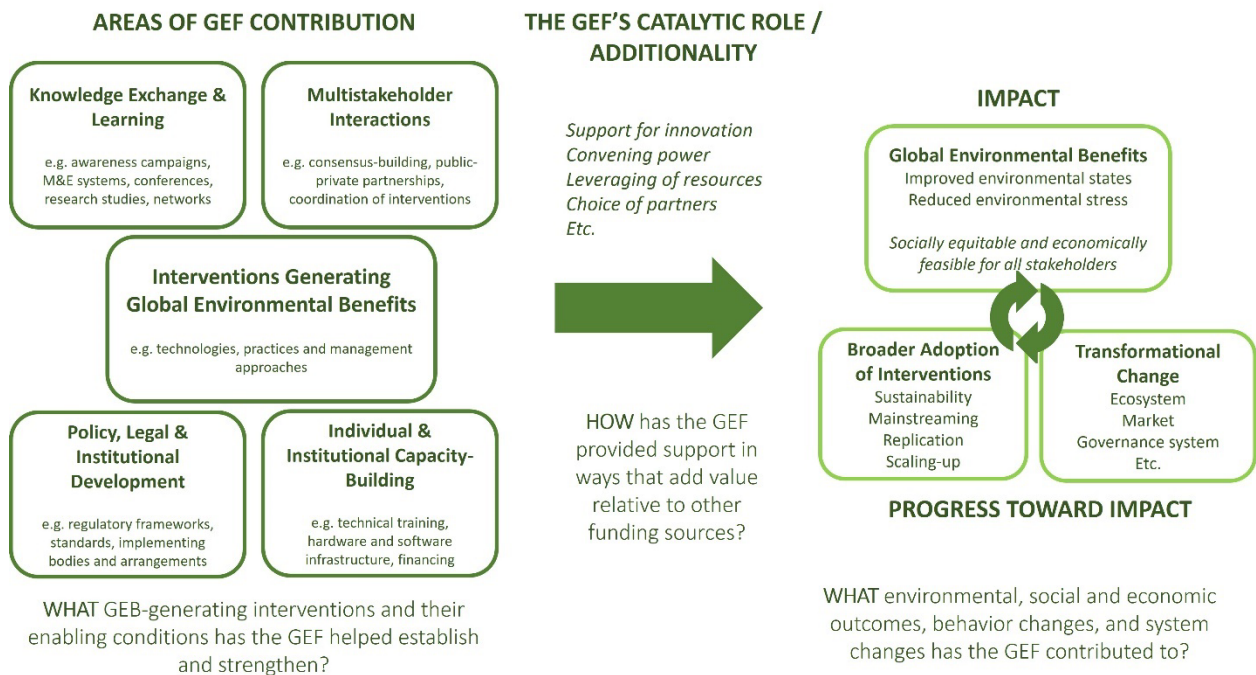


Figure 1. The GEF IEO's updated Theory of Change Framework on how the GEF achieves impact

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