Terminal Evaluation Validation form, GEF Independent Evaluation Office[1]

1. Project Data

Summary project data	
GEF project ID	9864
GEF Agency project ID	GCP/GLO/880/CBT
GEF Replenishment Phase	GEF-6
Lead GEF Agency (include all for joint projects)	Food and Agriculture Organization (FAO)
Project name	Global Capacity-building Towards Enhanced Transparency in the AFOLU Sector
Country/Countries	Global
Region	Global
Focal area	Climate Change
Operational Program or Strategic Priorities/Objectives	Capacity-Building Initiative on Transparency (CBIT)
Stand alone or under a programmatic framework	Programmatic
If applicable, parent program name and GEF ID	Capacity-building Initiative for Transparency (CBIT)
Executing agencies involved	FAO[2]
NGOs/CBOs involvement	Global Green Growth Institute (GGGI), Partnership in Transparency of the Paris Agreement (PATPA), Initiative for Climate Action Transparency (ICAT): secondary executing agency
Private sector involvement (including micro, small and medium enterprises)[3]	Maronders University of Agricultural Sciences and Technology (MUAST), YOUNGO: secondary executing agency
CEO Endorsement (FSP) /Approval (MSP) date	10/23/2018
Effectiveness date / project start date	1/1/2019
Expected date of project completion (at start)	12/31/2021
Actual date of project completion	6/30/2022

Project Financing			
		At Endorsement (US $M)	**At Completion (US $M)**
Project Preparation Grant	GEF funding	0.050	0.050
	Co-financing	-	-
GEF Project Grant		1.776	1.754
Co-financing	IA own	-	-
	Government	-	-
	Other multi- /bi-laterals	3.000[4]	3.000
	Private sector	-	-
	NGOs/CBOs	-	-
	Other	-	-
Total GEF funding		1.826	1.759
Total Co-financing		3.000	3.000

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[1] The TE was conducted for the first cluster of FAO's Capacity-Building Initiative for Transparency Projects; the present Terminal Evaluation Validation covers only the project Global-AFOLU (GEF ID: 9864).

[2] The TE (p. xi) reports the executing agencies as "Not Applicable".

[3] 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)

[4] This amount includes USD 1 million in-kind from the UNDP Administered Trust Funds, and USD 2 million in-kind from Germany (PIR 2022, p. 31).

Total project funding (GEF grant(s) + co-financing)	4.826	4.759
Terminal evaluation validation information		
TE completion date	2/28/2023	
Author of TE	Not specified	
TER completion date	8/10/2023	
TER prepared by	Emanuele Bigagli	
TER peer review by (if GEF IEO review)	Mariana Vidal Merino	

Access the form to summarize key project features here: https://www.research.net/r/APR2023.

2. Summary of Project Ratings

Criteria	Final PIR	IA Terminal Evaluation	IA Evaluation Office Review	GEF IEO Review
Project Outcomes	HS	---		HS
Sustainability of Outcomes		ML		ML
M&E Design		S		S
M&E Implementation		S		S
Quality of Implementation		HS		HS
Quality of Execution		---		NA
Quality of the Terminal Evaluation Report				HS

3. Project Objectives and theory of change

3.1 Global Environmental Objectives of the project:

The objective of the Global CBIT-AFOLU project was to strengthen the technical and institutional capacity of a selected number of developing countries, through coordinated dissemination of knowledge, to meet the Enhanced Transparency Framework requirements when implementing priority actions for achieving their respective nationally determined contributions in the agriculture, forestry, and other land use sector (TE, p. xi).

3.2 Development Objectives of the project:

The TE does not specify a development objective distinct from the global environmental objective.

3.3 Were there any **changes** in the Global Environmental Objectives, Development Objectives, or project activities during implementation? What are the reasons given for the change(s)?

There were no major changes to context and strategy of the project, apart from a rescheduling of trainings and workshops due to the COVID-19-related travel restrictions, which led the project to enhance its scope and strategy and exceed some of the intended project results (TE, p. xii).

3.4 Briefly summarize project's theory of change – describe the inputs and causal relationships through which the project will achieve its long-term impacts, key links, and key assumptions.

- Problem: Need to help strengthen the institutional and technical capacities of non-Annex I countries to meet the enhanced transparency requirements defined in Article 13 of the Paris Agreement, which established the Enhanced Transparency Framework for reporting and reviewing national actions to reduce emissions and adapt to climate change in keeping with the plans and targets set in the Nationally Determined Contributions (Project Document, p. 8).
- Barriers: (i) inadequate capacity building and institutional processes: lack of awareness regarding the Paris Agreement and the Enhanced Transparency Framework; lack of coordination among relevant Ministries and other entities gathering data and information; (ii) inadequate resources to implement measurement, reporting and verification systems: limited capacity to conduct research, data collection, archiving, and documenting research; use of outdated IPCC methodologies; limited experience with measuring, reporting and verification systems for emissions from the agriculture and land-use sectors;

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and low technical capacity of national experts to develop domestic measurement, reporting and verification systems; (iii) missing dissemination of best practices and information sharing: lack of knowledge-sharing platforms for developing countries to access lessons learned and good practices; lack of in-depth, agriculture, forestry and other land use-specific technical coordination and lesson sharing to ensure the rapid dissemination of successful tools and approaches to improved reporting, as required under the Enhanced Transparency Framework (TE, p. 14).

- Strategy: (1) Supporting developing countries to strengthen their capacity to establish and sustain the institutional arrangements required to respond to the Enhanced Transparency Framework requirements and improve decision-making processes; (2) Building developing countries' technical capacity to establish robust systems to measure, report and verify emissions, and monitor and evaluate adaptation actions in the agriculture sectors in accordance with the Enhanced Transparency Framework; (3) Sharing knowledge and improving coordination among global transparency practitioners to sustain and scale up institutional and technical capacity improvements in the agriculture sectors (TE, p. xi).
- Impacts: (1) improved global and national responses in the threat of climate change; (2) enhanced information, knowledge and transparency for climate change mitigation and adaptation (TE, p. 14).

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**	HS

The TE rates relevance as Highly Satisfactory, and this review concurs. The project was highly aligned with GEF, FAO, and national programs, policies and priorities, and was well-designed.

The project was intrinsically linked, and highly relevant to, the achievement of the global climate agenda, as designed by UNFCCC's strategic objectives and priorities, including the Paris Agreement on Climate Change, as well as by SDG 13 on climate action (especially target 13.3 on improving education, awareness raising and human and institutional capacity on climate-change mitigation, adaptation, impact reduction and early warning). It was also highly relevant to FAO's priorities related to climate change mitigation and adaptation, and especially to FAO Strategic Objective 2 (*increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner*), and Outcomes 2.3 (*stakeholders endorse/adopt international (including regional) instruments and support related governance mechanisms for sustainable agricultural production systems*) and 2.4 (*countries made decisions based on evidence for sustainable agriculture, fisheries and forestry while addressing climate change and environmental degradation*). Moreover, the project was aligned with GEF's climate change focal area Objective 3 (*foster enabling conditions for mainstreaming mitigation concerns into sustainable development strategies*) and GEF Climate Change Mitigation Results Framework Outcome Indicator 3 (*MRV systems for emissions reductions are in place and reporting verified data*) and 7 (*number of countries*

meeting convention reporting requirements and including mitigation contributions), as well as with CBIT programming directions (TE, p. 15).

At national level, the project was highly relevant to national circumstances in the project countries, and was aligned with Enhanced Transparency Framework-related capacity development priorities and needs in the Agriculture, Forestry and Other Land Use sector and related national laws, policies and strategies (TE, p. 16).

The project was well-designed and had clearly defined expected results. It took into account gender considerations within the scope of the Enhanced Transparency Framework capacity building, including the implementation of a basic gender analysis at the formulation stage (TE, p. 38).

4.2 **Coherence**	HS

The TE does not rate coherence, and this review rates it as Highly Satisfactory. The project ensured synergies with the other CBIT projects, and was compatible with existing projects; moreover, it was internally coherent.

The project ensured linkages and complementarity with the national CBIT projects, leading to the effective use of project resources for mutual benefits. In particular, the project team provided country-tailored guidance, capacity-building and technical support (TE, p. 37). The scope of the project was clearly separated from that of the CBIT-Forest, i.e., the other global CBIT project. Also, the project maintained and strengthened the synergies with other projects, which helped to institutionalize Enhanced Transparency Framework-related processes in various countries. In particular, the project collaborated with the project SCALA, led by the International Climate Initiative and implemented in Senegal, Ethiopia, Cambodia, Colombia, and Mongolia, in relation to capacity building to improve measurement, reporting and verification and monitoring and evaluation for reporting under the UNFCCC and other international conventions and requirements (TE, p. 30).

The project interventions addressed institutional and technical barriers then a logical manner, with a clear definition of the linkages between the identified barriers and the project interventions (TE, p. 11).

4.3 **Effectiveness**	HS

The TE rates effectiveness as Highly Satisfactory, and this review concurs. The project achieved or exceeded all the set targets in all outcomes.

Despite the threat to implementation represented by COVID-19, the project had a steady rate of implementation and exceeded the set targets in all outcomes (TE, p. 27). In particular, the project overachieved the target of 7 countries, providing active support to additional 28 countries. Furthermore, thanks to the rescheduling of activities due to COVID-19, the project reached out to over 50 countries with more than 400 participants only during the last reporting year (June 2021-June 2022; TE, p. 25). More in detail, training focused on monitoring and evaluation, measurement, reporting and verification, and on the following technical aspects: (i) use of the 2006 IPCC Guidelines for the estimation of emissions; (ii)

baseline and targets; (iii) institutional arrangements and lack of data; (iv) adaptation reporting of risks and vulnerability; and (v) metrics and the M&E system (TE, p. 24).

4.4 **Efficiency**	HS

The TE rates efficiency as Highly Satisfactory, and this review concurs. The project was cost-effective and overachieved the set targets using all the available budget; it was completed in a timely manner, considering the extension provided to address the impact of COVID-19.

The project used all funds and efficiently mastered its administration (TE, p. 33). Given the travel restrictions related to COVID-19, the project team was able to successfully reschedule financial resources for in-person events to hold additional online events and reach a larger audience, contributing to exceeding the number of target countries and beneficiaries and to the effective dissemination of the tools and products developed on a wider scale (TE, p. 25).

4.5 **Outcome**	HS

The TE does not rate project outcome, and this review rates it as Highly Satisfactory. The project was very relevant to global and national priorities; it was well-designed and coherent, and achieved or exceeded all the set targets in an efficient way.

Environmental impacts. The TE does not report any environmental impacts of the project.

Socioeconomic impacts. The project had no direct bearing on indigenous peoples, rural employment, and environmental and social safeguards (TE, p. 39).

Enabling conditions. The project strengthened the institutional capacities of participating countries by providing country-tailored technical guidance on capacity-building activities; support during the initial phases, as well as during the design and review phases of the national CBIT-AFOLU projects (TE, p. 23); and training on specific tools or topics (TE, p. 20) in 12 countries, with a participation of 138 practitioners (35% women; TE, p. 24). Moreover, the project successfully guided the participating countries in the formulation and implementation of national projects, and provided clear guidance for the smooth implementation of the activities (TE, p. 24). The project strengthened the collaboration with most of the transparency capacity-building actors to lift the transparency international agenda and support countries to address the requirements (TE, p. 28). In addition, through the project, FAO established an "academia and youth" workstream to unlock the potential of academia and youth and support their engagement in strengthening Enhanced Transparency Framework-related activities in developing countries (TE, p. 30). Thanks to the rescheduling of funds and the shift to online events because of COVID-19-related travel restrictions, the Global-AFOLU project succeeded in supporting four times the number of countries as originally planned, namely 31 countries in Africa, 11 in Asia and the Pacific, and 6 in Latin America and the Caribbean (TE, p. 7), increasing the participation of women from 42-45% to more than 50% and contributing to gender equality by stimulating women's participation and decision-making (TE, p. 39). Thanks to the combination of online and hybrid events, the project maintained a high level of interest in

its activities, which allowed it to efficiently disseminate the tools and products developed on a much wider scale (TE, p. 25).

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

4.6 **Sustainability**	ML

The TE rates sustainability as Moderately Likely, and this review concurs. Although there are some institutional and financial risks, with potential effects on the sustainability of project results, the net benefits are more likely to continue than abate.

Challenges to the sustainability of the results of all CBIT projects are largely institutional and financial, despite expressed governmental support for the Paris Agreement and constituent Enhanced Transparency Framework, and recognition of climate change as a major environmental and development issue by the governments (TE, p. 28). Moreover, there is a lack of sustainability plans to continue and build on project results (TE, p. 31).

Financial. Enhanced Transparency Framework activities depend largely on external, project financing (TE, p. 29). Continued capacity-building support to individual countries through training and one-to-one guidance/mentoring for application of the tools developed will depend on funding availability from donor agencies (TE, p. 30).

Sociopolitical. The awareness and understanding of climate change and the Enhanced Transparency Framework by project stakeholders increased thanks to their engagement in bilateral discussions to build trust and ensure their involvement (TE, p. 31). The high level of knowledge transfer from Enhanced Transparency Framework-trained individuals to other colleagues will contribute to the sustainability of the capacity development results (TE, p. 30). Furthermore, the project triggered the formulation of mitigation and adaptation policies and relevant indicators to track progress on Biennial Transparency Reports (TE, p. 30). Moreover, the tools developed and used were built on the existing FAO platforms and programs (TE, p. 29) and are freely accessible online (TE, p. 30), which will favor their use in the future.

Institutional framework and governance. The CBIT projects engaged post-project responsible agencies to promote ownership and sustainability of their activities. Also, the updated methodologies have been integrated into the national measurement, reporting and verification systems (TE, p. 30). Furthermore, the project contributed to institutionalize Enhanced Transparency Framework-related processes in the various countries thanks to the maintenance and strengthening of synergies with other projects. In parallel, the "academia and youth" workstream established by the project is expected to contribute to the mitigation of risks associated with the concentration of Enhanced Transparency Framework activities and related capacity in government institutions (TE, p. 31). The institutional arrangements and technical capacity for the Enhanced Transparency Framework have been improved by the project, which is expected to keep stakeholders motivated to continue to engage in Enhanced Transparency Framework activities (TE, p. 29); however, this is dependent on the support from international partners, and there are still some gaps that need to be addressed (TE, p. 29). Human resources for the Enhanced Transparency Framework are a major challenge due to staff turnover and shortage within Enhanced Transparency Framework-

responsible agencies. To this respect, although the CBIT projects enlarged the technical working groups and increased the number of people involved and trained in the process, which enables its continuity in case of staff changes, this process is dependent on external financing, and there is a large dependence on foreign consultants (TE, p. 29). Moreover, there are daily inter-agency issues over data sharing and transparency in data processing and analysis. Furthermore, stakeholders often do not see the Enhanced Transparency Framework as a priority (TE, p. 29), knowledge gaps among key officials in the relevant ministries, and a lack of peer exchange at all levels (TE, p. 31).

Environmental. The TE does not mention any environmental risks to the sustainability of project results.

5. Processes and factors affecting attainment of project outcomes
Before describing the factors, you may choose to summarize reported outcomes and sustainability here: https://www.research.net/r/APR2023.

5.1 Co-financing. To what extent was the reported co-financing essential to the achievement of GEF objectives? If there was a difference in the level of expected co-financing and actual co-financing, what were the reasons for it? Did the extent of materialization of co-financing affect project's outcomes and/or sustainability? If so, in what ways and through what causal linkages?

The project was highly successful in mobilizing the co-financing amount stipulated in the project document (TE, p. 34), equal to USD 3 million, with a contribution from UNDP of USD 1 million in-kind and from the German Government of USD 2 million through various bilateral projects (TE, p. 35).

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 Final PIR 2022 (p. 19) reports that the Project Steering Committee, noting the remaining project funds originally dedicated to travel costs and in-person activities, agreed on a no-cost extension of the project up to June 30, 2022.

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.

Project partnerships and stakeholder engagement were strong and contributed to the achievement of project results (TE, p. 35). The project engaged with national stakeholders, strengthening linkages between knowledge generation, policy decisions and changes on the ground. The use of participatory methodologies and tools, such as those implemented under the Transparency Network, allowed to initiate and deepen the internal discussions on knowledge gaps, research needs, findings, and implications for the implementation of mitigation actions (TE, p. 36).

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.

Due to the international travel restrictions posed by the COVID-19 pandemic, there were savings from the inability to travel and conduct in-person workshops and training, which allowed the project to support more countries than those initially targeted, and conduct additional workshops and training events to expand and reinforce the knowledge and application of Enhanced Transparency Framework tools in the interested countries (TE, p. 17). This was achieved thanks also to close communication and follow-ups with the countries' focal points, involving all countries in the formulation of workplans and the planning of activities (TE, p. 31).

6. Assessment of project's Monitoring and Evaluation system

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

Please justify ratings in the space below each box.

6.1 **M&E Design at entry**	S

The TE rates overall quality of M&E as Satisfactory, and this review rates M&E design at entry as Satisfactory. The M&E plan was robust and without any major weakness; indicators were appropriate and comprehensive, and arrangements for implementation were adequate.

The Project Document (p. 42) clearly specified key roles and responsibilities and frequencies for reporting, as well as including provisions for the terminal evaluation. The M&E plan also had a dedicated budget. Indicators were clearly specified for each outcome and output, and were well-aligned to the theory of change; they included a baseline, a description of the means of verification, and of the underlying assumptions (ProDoc, p. 61).

6.2 **M&E Implementation**	S

The TE rates overall quality of M&E as Satisfactory, and this review rates M&E Implementation also as Satisfactory. The M&E plan was implemented as expected and in a timely manner.

Monitoring and evaluation was performed based on the results matrices/frameworks and the GEF-CBIT Tracking Tool. Reporting was done periodically through progress reports and PIRs. Regular meetings of the lead technical officer and the GEF liaison officer at FAO with the Project Management Unit were held at least twice a year, ensuring the monitoring of project progress and the provision of guidance and backstopping as needed (TE, p. 33). The Project Steering Committee meetings were held on a regular basis (TE, p. 33).

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**	HS

The TE rates quality of project implementation as Highly Satisfactory, and this review concurs. The project was well implemented, with close communication that ensured the mitigation of risks.

The quality of project management was, in general, good. The project built a solid modality to scale up and support many countries, through the dissemination of the ETF-enhanced' MRV and M&E global products and offering targeted country support (TE, p. 32). Close communication and follow-ups with country focal points were key in mitigating the risks that arose from the COVID-19 pandemic (TE, p. 31).

7.2 **Quality of Project Execution**	NA

The TE does not rate quality of project execution, and this review rates it as Not Applicable. The project was both implemented and executed by FAO, because it was the global counterpart of the first batch of national projects under the CBIT framework.

8. Lessons and recommendations

8.1 Briefly describe the key lessons, good practices, or approaches mentioned in the terminal evaluation report, including how they could have application for other GEF projects. Lessons must be based on project experience.

The TE (p. xv) presents the following lessons, covering the first cluster of CBIT projects evaluated:

- Lesson 1. The COVID-19 pandemic has provided the projects with the experience and insights for a composite approach to future training, combining virtual and in-person training with due consideration of their comparative strengths and weaknesses.
- Lesson 2. Country case studies can be effectively used as tools for training and knowledge sharing.
- Lesson 3. The academic and research institutions have a very crucial role in the Enhanced Transparency Framework and related capacity building, given that knowledge development and training are an inherent part of their day-to-day functioning.
- Lesson 4. Broad partnerships and effective stakeholder engagement are key to successful Enhanced Transparency Framework capacity building and implementation, as Enhanced Transparency Framework expertise and mandates cut across several sectors.
- Lesson 5. Knowledge management can enhance the sustainability of project results, but it needs to go beyond communication, advocacy and information sharing. xvi
- Lesson 6. Good internet connectivity is crucial to Enhanced Transparency Framework capacity building and successful implementation of Enhanced Transparency Framework tools, as evident from the experience of the Global CBIT-AFOLU project which had greater success with virtual training and better access to internet connectivity, in comparison to national CBIT projects that

could not apply virtual training as effectively due to poor internet connectivity, especially outside the capital cities.

- Lesson 7. Technical assistance projects of the like of CBIT projects intrinsically experience challenges in eliciting national buy-in and establishing active partnerships during the implementation phase.

8.2 Briefly describe the recommendations given in the terminal evaluation.

The TE (p. xv) presents the following recommendations, covering the first cluster of CBIT projects evaluated:

- Recommendation 1. Future CBIT projects should consider mechanisms and strategies to institutionalize individual learnings and internalize knowledge and practices within and between the Enhanced Transparency Framework-responsible institutions.
- Recommendation 2. Future CBIT projects should devise knowledge management plans that go beyond communication and information sharing and encompass a detailed analysis of good practices, lessons and mechanisms for institutionalization of knowledge. It will also be useful to include knowledge, attitudes and practices (KAP) surveys in future CBIT knowledge management strategies/plans.
- Recommendation 3. Develop a broader collection of country case studies on good Enhanced Transparency Framework practices and lessons from different countries across regions, integrate them into training courses and materials, and share them in global, regional and national CBIT workshops.
- Recommendation 4. CBIT projects need to address the functional capacity for Enhanced Transparency Framework at managerial and institutional leadership levels to foster the use of strengthened institutional arrangements and the technical capacity of mid-level professionals and practitioners.
- Recommendation 5. Develop and pursue a hybrid training approach, combining virtual and in-person modalities of training, depending on training needs, in future capacity-building projects.
- Recommendation 6. All CBIT projects and GEF enabling activities for NC/BUR/BTR preparation should seek to synchronize in terms of time frame and process to bring about immediate hands-on benefits.
- Recommendation 7. Assess the lessons and outcomes of collaboration with academic and research institutions and engagement with youth in Enhanced Transparency Framework capacity building, and based on the findings, further strengthen engagements with them in future projects, building on the experience of the Mongolia CBIT and Global CBIT-AFOLU projects.

9. Quality of the Terminal Evaluation Report

Before rating the quality of the terminal evaluation, click here to summarize your observations on the sub-criteria: https://www.research.net/r/APR2023.

A six-point rating scale is used for each sub-criteria and overall rating of the terminal evaluation report (Highly Satisfactory to Highly Unsatisfactory)

Criteria/indicators of terminal evaluation quality	GEF IEO COMMENTS	Rating
1. Timeliness: terminal evaluation report was carried out and submitted on time?	The TE was conducted within six months from project completion	HS
2. General information: Provides general information on the project and evaluation as per the requirement?	The TE provides GEF ID, lists the roles of the evaluators (but not their name), and indicates the implementing agency, the key project milestones, and GEF environmental objectives	HS
3. Stakeholder involvement: the report was prepared in consultation with – and with feedback from - key stakeholders?	The TE identified the stakeholders, but does not mention whether their feedback was sought on the draft report	MS
4. Theory of change: provides solid account of the project's theory of change?	The TE provides a solid account of the theory of change, discussing causal links to achieve the intended impact and the key assumptions, but did not discuss whether these remained valid	S
5. Methodology: Provides an informative and transparent account of the methodology?	The TE provides a full account of the methodology, including the list of interviewees, information on project sites and activities, description of tools and methods, and limitations	HS
6. Outcome: Provides a clear and candid account of the achievement of project outcomes?	The TE thoroughly reports on relevance, efficiency, timeliness of activities; it reports also on the effectiveness and performance, although not systematically for each target and related outcome	S
7. Sustainability: Presents realistic assessment of sustainability?	The TE comprehensively assesses likelihood of sustainability, providing a full account of risks, their likelihood and effects, and an overall rating	HS

8. M&E: Presents sound assessment of the quality of the M&E system?	The TE does not evaluate M&E design at entry; it assesses M&E implementation and the use of information for project management	MS
9. Finance: Reports on utilization of GEF funding and materialization of co-financing?	The TE reports on the use of GEF resources, and on co-financing quantities materialized, sources, and type; however, it does not discuss the contribution of co-financing to project results	S
10. Implementation: Presents a candid account of project implementation and Agency performance?	The TE presents a good account of the performance of the implementing agency, including factors that affected implementation and how challenges were addressed	HS
11. Safeguards: Provides information on application of environmental and social safeguards, and conduct and use of gender analysis?	The TE reports on implementation of social and environmental safeguards, and on the conduct of gender analysis, including reporting on implementation of gender-related actions	HS
12. Lessons and recommendations are supported by the project experience and are relevant to future programming?	The TE presents lessons supported by project experience and discusses their applicability; it reports recommendations including content and action taker	HS
13. Ratings: Ratings are well-substantiated by evidence, realistic and convincing?	Ratings are supported with sufficient and credible evidence	HS
14. Report presentation: The report was well-written, logically organized, and consistent?	The TE is written in English; it is easy to read, well-structured and consistent, and makes good use of tables and charts	HS
Overall quality of the report		HS

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

ANNEX 1. GEF IEO THEORY OF CHANGE FRAMEWORK

AREAS OF GEF CONTRIBUTION

THE GEF'S CATALYTIC ROLE / ADDITIONALITY

Knowledge Exchange & Learning
e.g. awareness campaigns, M&E systems, conferences, research studies, networks

Multistakeholder Interactions
e.g. consensus-building, public-private partnerships, coordination of interventions

Interventions Generating Global Environmental Benefits
e.g. technologies, practices and management approaches

Policy, Legal & Institutional Development
e.g. regulatory frameworks, standards, implementing bodies and arrangements

Individual & Institutional Capacity-Building
e.g. technical training, hardware and software infrastructure, financing

Support for innovation
Convening power
Leveraging of resources
Choice of partners
Etc.

HOW has the GEF provided support in ways that add value relative to other funding sources?

IMPACT

Global Environmental Benefits
Improved environmental states
Reduced environmental stress

Socially equitable and economically feasible for all stakeholders

Broader Adoption of Interventions
Sustainability
Mainstreaming
Replication
Scaling-up

Transformational Change
Ecosystem
Market
Governance system
Etc.

PROGRESS TOWARD IMPACT

WHAT GEB-generating interventions and their enabling conditions has the GEF helped establish and strengthen?

WHAT environmental, social and economic outcomes, behavior changes, and system changes has the GEF contributed to?
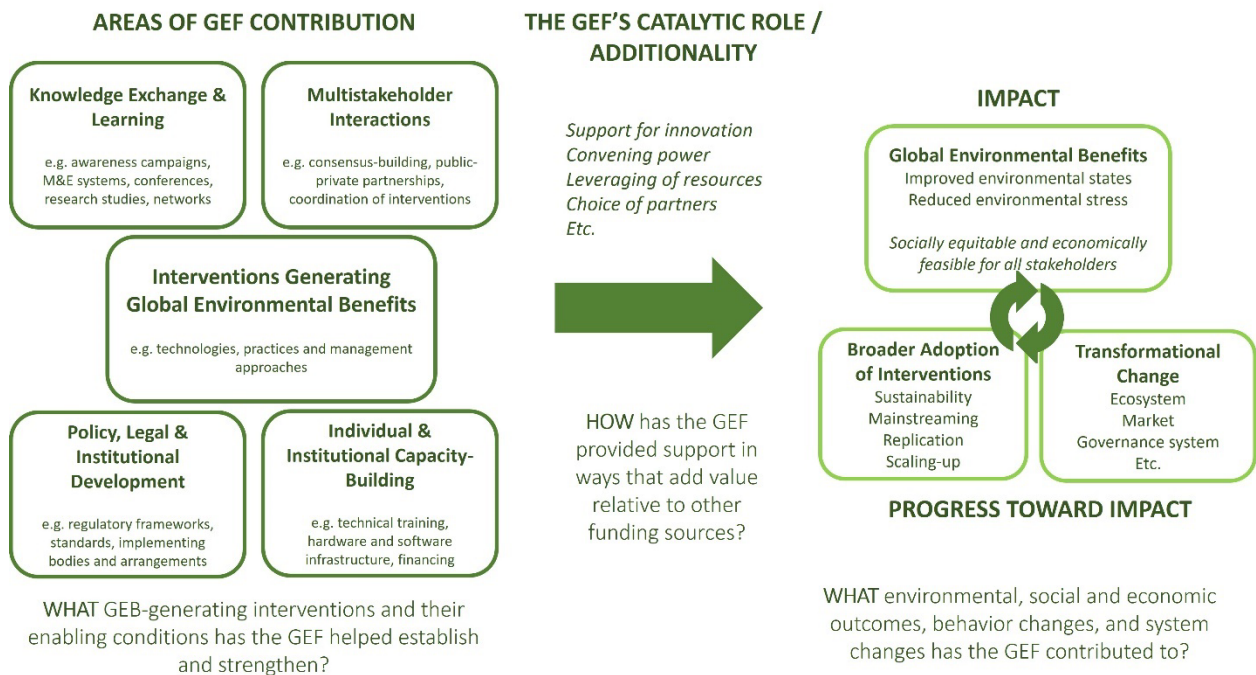
Figure 1. The GEF IEO's updated Theory of Change Framework on how the GEF achieves impact

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 OPS5 (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.gefieo.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.gefieo.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.gefieo.org/evaluations/gef-evaluation-policy-2019
Environmental outcomes	Changes in environmental indicators that could take the following forms: • 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.gefieo.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 *single intervention*, 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.gefieo.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.gefieo.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.gefieo.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.gefieo.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.gefieo.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.gefieo.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.gefieo.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.gefieo.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.gefieo.org/sites/default/files/ieo/council-documents/files/c-55-me-inf-01.pdf