

## Terminal Evaluation Validation form, GEF Independent Evaluation Office

### 1. Project Data

Summary project data			
GEF project ID		9959	
GEF Agency project ID			
GEF Replenishment Phase		GEF-6	
Lead GEF Agency (include all for joint projects)		Conservation International	
Project name		Long-term financial mechanism to enhance Mediterranean MPA management effectiveness	
Country/Countries		Albania, Morocco, Tunisia	
Region		Regional	
Focal area		International Waters Choose an item.	
Operational Program or Strategic Priorities/Objectives		GEF IW Objective 3, Program 6 (Prevent the loss and degradation of coastal habitats)	
Stand alone or under a programmatic framework		Standalone	
If applicable, parent program name and GEF ID		N/A	
Executing agencies involved		Association for the Sustainable Financing of Mediterranean MPAs (M2PA)	
NGOs/CBOs involvement		MedPAN, WWF Med, other National and local NGOs: technical and professional partners, and beneficiaries	
Private sector involvement (including micro, small and medium enterprises) <sup>1</sup>		Private sector: financial partner	
CEO Endorsement (FSP) / Approval (MSP) date		2/6/2018	
Effectiveness date / project start date		4/1/2018	
Expected date of project completion (at start)		4/1/2020	
Actual date of project completion		6/30/2021	
Project Financing			
		At Endorsement (US \$M)	At Completion (US \$M)
Project Preparation Grant	GEF funding	0.01	0.01
	Co-financing		
GEF Project Grant		0.908	0.908
Co-financing	IA own	0 <sup>2</sup>	
	Government	3.987 <sup>3</sup>	
	Other multi- /bi-laterals	4.657 <sup>4</sup>	

<sup>1</sup> 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](#))

<sup>2</sup> The TE (p. 6) reports a co-financing in the Project Document from CI of 81,745 USD, which was not mentioned in Section C of the MSP approval document ("Sources of co-financing").

<sup>3</sup> This amount includes a grant from the Government of the Principality of Monaco (580,370 USD), in-kind contribution from the Government of France (1,706,229 USD) and from the Tunisian Agency for the Protection and Management of the Littoral (1,700,000 USD) (MSP approval, p. 4).

<sup>4</sup> This amount includes a grant from the Fonds Français pour l'Environnement (1,741,110 USD), in-kind contribution from the Conservatoire du Littoral (320,147 USD), in-kind contribution from the Prince Albert II of Monaco Foundation (1,541,700 USD), a grant from the FPA2 Swiss branch – Basel Zoo (99,820 USD), a grant from the FPA2 American Branch – Leonardo DiCaprio Foundation (373,745 USD), and in-kind contribution from RAC/SPA (580,370 USD).

	Private sector		
	NGOs/CBOs	1.049 <sup>5</sup>	
	Other		
<b>Total GEF funding</b>		0.909	0.909
<b>Total Co-financing</b>		9.692	7.859 <sup>6</sup>
<b>Total project funding (GEF grant(s) + co-financing)</b>		10.601	8.768
<b>Terminal evaluation validation information</b>			
<b>TE completion date</b>		December 2021	
<b>Author of TE</b>		Giacomo Cozzolino, Valentina Pulieri (SETIN srl)	
<b>TER completion date</b>		12/9/2022	
<b>TER prepared by</b>		Emanuele Bigagli	
<b>TER peer review by (if GEF IEO review)</b>		Jeneen R. Garcia	

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

<sup>5</sup> This amount includes an in-kind contribution from IUCN-Med (258,836 USD) and an in-kind contribution from MedPan (789,856 USD).

<sup>6</sup> The TE reports two different amounts of total materialized co-financing: 7,859,448 USD (TE, p. 4) and 7.7 million USD (TE, p. 52), without providing a breakdown per category.

## 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		S		S
Quality of Execution		S		S
Quality of the Terminal Evaluation Report				HS

## 3. Project Objectives and theory of change

### 3.1 Global Environmental Objectives of the project:

The Project Objective is “to establish a Conservation Trust Fund (CTF) to enhance the management effectiveness of Mediterranean MPAs (MPAs) through improving their long-term financial sustainability” (TE, p. 11).

### 3.2 Development Objectives of the project:

The TE does not specify any development objectives as separated 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)?

Neither the TE nor the PIRs report any changes in objectives or activities during implementation.

### 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:** A decline of biodiversity due to over-fishing, conversion and degradation of critical habitats, introduction of alien species, and pollution; a decline in fisheries due to over-fishing, use of harmful fishing practice, and loss of shallow water habitats for some life stages of critical fisheries; and degradation of coastal ecosystems and loss of related services due to growing demographic pressure and unregulated coastal development.
- **Barriers:** 1) Operational deficiencies of marine protected area (MPA) management and weak individual capacity limits effective management, including important knowledge gaps, insufficient monitoring systems, insufficient level of coordination between MPA entities and other institutions at national level, minimal stakeholders’ engagement; 2) Insufficient, unreliable, and irregular revenue streams cannot address the recurrent costs of MPAs. Several hundred MPAs had no budget at all and most Mediterranean MPAs suffer from a significant lack of finances to cover operational and recurrent costs. Funds are characterized by significant unpredictability and they are almost always project-based.

- **Objective:** contribute to increase financing for MPAs in Mediterranean countries out of the EU, to support more effective and efficient management of these areas and thus contribute to addressing the main threats and pressures to marine biodiversity and ecosystems.
- **Strategy:** (1) establish a Conservation Trust Fund for the Mediterranean MPAs; (2) Resource mobilization for the capitalization of the Conservation Trust Fund.
- **Impact:** Increased protection of critical marine and coastal ecosystems from damaging human activities and allowing them to recover; Improved conservation of biodiversity (including globally endangered species) and maintenance of commercial species; Provision of areas for fish reproduction, which can allow their populations to recover and repopulate depleted areas; Augmentation of fish catches due to spill-over effects; Provision of environmental services to mitigate and adapt to climate change; and Maintenance of local cultures, economies, and livelihoods.

#### 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.

<b>4.1 Relevance and Coherence</b>	HS
------------------------------------	----

The TE rates relevance as Highly Satisfactory, and this review concurs.

The project was consistent with GEF, CI, and national priorities, namely GEF IW focal area strategy, objective 3, Program 6 (Prevent the loss and degradation of coastal habitats), Outcome 6.1 (Coasts in globally most significant areas protected from further loss and degradation of coastal habitats while protecting and enhancing livelihood). It contributed to meeting the Aichi target 11 of the Convention on Biological Diversity on conservation of 10% of coastal and marine area. The project was consistent with national priorities for biodiversity and ecosystems conservation of Albania, Morocco, and Tunisia (TE, p. 26).

The project design considered the context, environmental problems, the MPAs' management current situation and the main barriers. Outputs and outcomes were designed to achieve the objectives. It was appropriate for delivering the expected outcomes, as it was not necessary to modify or adapt any of the activities during its implementation (TE, p. 26).

<b>4.2 Effectiveness</b>	HS
--------------------------	----

The TE rates effectiveness as Highly Satisfactory, and this review concurs. Project achievements met all targets, some of which were exceeded; the project made the expected contribution to global environmental benefits.

The project delivered the expected results across all components, meeting all the targets for all the indicators, and even exceeding the objective of Outcome 2.1 (amount of investment capitalized of 6 million Euro against the target of 1.5 million Euro; TE, p. 26).

Outcome 1 – the Conservation Trust Fund for Mediterranean MPAs was established and is fully operational, thanks to GEF-CI financial and technical support, the role of the former MP2A Association in ensuring enabling conditions, stakeholder dedication and engagement. This included the successful delivery of all the related outputs: the expansion and consolidation of regional and national cooperation among members of the M2PA (Output 1.1.1); the adoption of the assessment of financial needs for Mediterranean MPAs and establishment of a management effectiveness baseline for 10 MPAs (Output 1.1.2), whose targets were exceeded; the adoption of a Conservation Trust Fund institutional strategy, governance structure, legal framework, financial structure, and asset management approach, including the preparation of the Strategic and Financial Plan and the operational guidelines (Output 1.1.3); and the adoption of Conservation Trust Fund operational guidelines and policies (Output 1.1.4).

Outcome 2 – the MedFund was successfully capitalized with 6 million Euros, thanks to donors' availability, work of MedFund staff, and MedFund's reputation. This included the successful completion of Output 2.1, on the development of Conservation Trust Fund Resource Mobilization Strategy and Communication Strategy (Output 2.1.1). Also, additional agreements were signed with other partners for further funding, for a total of 14.2 million USD, of which 9.2 million USD for effective capitalization (TE, p. 29).

<b>4.3 Efficiency</b>	HS
-----------------------	----

The TE rates efficiency as Highly Satisfactory, and this review concurs. The project delivered all targets in a cost-effective way and had only a minor delay.

The project was cost-effective (TE, p. 27), considering also that the amount of co-financing mobilized was lower than planned. Also, activities started on time, with only a minor no-cost delay due to the need to raise awareness and promote a common vision among partners, and the COVID-19 pandemic that entailed canceling of travels and extension of consultancy (TE, p. 27).

<b>4.4 Outcome</b>	HS
--------------------	----

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.

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

The TE does not rate outcomes, and this review rates them as Highly Satisfactory. The project was highly relevant, highly effective, and managed its budget in a cost-efficient way, with minimal delays.

The major impacts of the project are as follows:

**Environmental.** The TE (p. 42) notes that the assessment of projects' impact on biodiversity conservation in the Mediterranean is outside its scope, and in any case, it would be difficult and aleatory.

**Socioeconomic.** Social development was not an objective of this project. Accordingly, the TE (p. 43) noted no significant social impacts. In any case, MedFund is seen by local stakeholders as providing more opportunities to women and for development of knowledge on MPA management effectiveness (TE, p. 42).

**Enabling conditions.** The project created the financial conditions for a long-term, positive financial impact on the MPAs. It contributed to address the difficulties of MPAs in terms of insufficient, unreliable, and irregular revenue streams that cannot address their recurrent costs (Barrier no. 2). Moreover, the project strengthened and improved regional cooperation among countries, Mediterranean organizations, and the civil society (TE, p. 28).

**Unintended outcomes.** The TE reports no unintended outcomes.

4.5 Sustainability	ML
--------------------	----

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

The TE rates sustainability as Moderately Likely, and this review concurs. Some financial and sociopolitical risks are in place that may hinder the sustainability of outcomes; however, the probability of materialization of these risks is overall low as mitigation measures are in place, and benefits are more likely to continue than abate.

**Financial.** The MedFund was designed to guarantee long-term sustainability. It should receive 22 million Euros in the next 6 years; however, the risk of low engagement of governments and other potential funding entities, with difficulties in mobilizing the target capitalization, is moderately likely, potentially leading to long-term undercapitalization (TE, p. 36). Also, the unpredictability of international finance and possible negative impacts of international financial crises are moderately likely (TE, p. 37). The ratio of management fees to grants was about 43% in 2021 and is projected to be below 20% in 2025; hence, it is moderately unlikely that management costs will remain high compared to the grants awarded (TE, p. 37).

**Sociopolitical.** The risk that the MedFund will be exposed to political influence and undesirable effects of frequent changes in government administrations, which may hinder its operation, is moderately likely; however, mitigation measures are in place to address this risk (TE, p. 38).

**Institutional frameworks and governance.** The governance of the MedFund's guarantees independence and accountability, and there are no elements supposing the risk of diversion of capital invested from their purpose. The risk of insufficient number of human resources at the MedFund remains, although an excessive number would have negative impacts on the ration of management fees to grants (TE, p. 38).

The MedFund is credible and in a strategic position among Mediterranean partners, able to address possible risks from political instability and consequent funding re-direction (TE, p. 39).

**Environmental.** The MedFund contributes to lower the risk of negative impacts of climate change on Mediterranean MPAs, by financing more efficient and effective MPA management (TE, p. 39).

## **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 TE (p. 52) notes that the amount of co-financing materialized, equal to USD 7.7 million (USD 7.859 million at p. 4), was lower than expected (77%), without specifying the reasons.

**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 PIR 2021 (p. 19) mentions a no-cost extension, necessary to achieve results, due to the initial time needed to raise awareness and promote a common vision among members, delays in the establishment of the project management unit and administrative processes (PIR 2019, p. 3) and to the COVID-19 pandemic, which did not affect the implementation and achievement of expected results (TE, p. 24). The development and approval of Conservation Trust Fund Resource Mobilization and Communication Strategies was delayed from FY 2019 to FY 2020 (PIR 2019, p. 26; PIR 2020, p. 27).

**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.

Stakeholder engagement and dedication of the stakeholders (members of the Board of Directors, Donors, potential grantees) and the excellent work of the MedFund staff, together with the support from CI, were found as key to ensure the delivery of Outcome 1.1 (establishment of the MedFund; TE, p. 27).

**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.

The COVID-19 pandemic moderately impacted the project, as it was in its final stages and robust mitigation measures were implemented, such as remote work and online meetings and workshops, with only some travels canceled and an extension of a consultancy (PIR 20120, p. 16; TE, p. 27).

## 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.

<b>6.1 M&amp;E Design at entry</b>	S
------------------------------------	---

The TE rates M&E design as Satisfactory, and this review concurs. The M&E was appropriate to the needs of the project and had no weaknesses; it specified clear baselines and targets, had SMART indicators and a clear reporting schedule and subdivision of responsibilities.

The M&E specified nine indicators of progress, and released after project start an “M&E framework” with SMART performance indicators (TE, p. 44). The M&E plan specifies clear baselines and targets, methods and sources of verification, and frequencies. Indicators are based on clear assumptions. It includes the use of relevant GEF Focal Area Tracking Tools (MSP approval, p. 43). Also, the M&E plan included a comprehensive reporting schedule, and had dedicated budget. The M&E frameworks were appropriate and responded to the effective needs of the project (TE, p. 47).

<b>6.2 M&amp;E Implementation</b>	S
-----------------------------------	---

The TE rates M&E implementation as Satisfactory, and this review concurs. The implementation of the M&E plan followed expectations, although there is no information on the use of the tracking tools and on some indicators.

All the reports were delivered regularly and uploaded on the portal of CI. Project work plans and annual budget were presented regularly each year. The human resources dedicated to M&E were enough to achieve satisfactory results. A Management and Assessment tool was created to collect data systematically. The only negative aspects relate to the lack of evidence on the establishment of the planned web-based platform, to be included in the project website, and the lack of documents for gathering information on specific indicators and relevant GEF IW tracking tools (TE, p. 48).

## 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.

<b>7.1 Quality of Project Implementation</b>	S
--	---

The TE rates implementation as Satisfactory, and this review concurs. The performance of the agency met the expectations in terms of support, coordination, adaptation to circumstances and ensuring on-track implementation, although with some minor shortcomings in terms of communication.



Project implementation was successful, with adequate project identification, concept preparation, appraisal, preparation of detailed proposals and approval (TE, p. 49). CI supervised the project closely and provided support since the beginning, taking part also in all stakeholder activities and working with MedFund for the continuation of activities in the next GEF project.

<b>7.2 Quality of Project Execution</b>	<b>s</b>
---	----------

The TE rates execution as Satisfactory, and this review concurs. The performance of the executing agency met the expectations and had no salient weaknesses, with no substantial delays, demonstrating adaptive capacity to address unforeseen circumstances, and satisfactory communication and coordination with stakeholders.

Project management was very effective and efficient (TE, p. 49). The staff assigned was adequate, and there were no delays in procurement and contracting. The risks faced during implementation were effectively mitigated through the application of specific measures. Internal communication and coordination with stakeholders were satisfactory although it required relevant effort (TE, p. 50). An adaptive management approach was applied, especially at the beginning of the project to engage stakeholders to achieve common vision and good internal communication (TE, p. 49). A negative aspect was that the project did not make sufficient efforts to inform stakeholders on the grievance mechanism (TE, p. 51).

## **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. 8, p. 53) proposes the following lessons:

1. The Conservation Trust Fund model can also be replicated in a multi-country context, where each State has a different social, institutional, economic, legal, environmental framework. Networking and alliances, replication of best practices, use of standards and scientific approaches and capacity building are the key to success for a Conservation Trust Fund.
2. Despite the excellent results of the MedFund during the implementation, the start-up phase of a Conservation Trust Fund can be difficult in terms of capitalization. The balance between current expenses (especially for human resources) and financial resources available for grants to protected areas is one of the challenges.
3. EU funding for programs may be less easily mobilized than other financial sources (for instance: GEF, donations from foundations, national contributions).
4. Other Mediterranean countries, especially EU countries, can be considered as new members of MedFund, as this can increase funding opportunities. On the other hand, this option could imply difficulties in managing a large number of stakeholders, especially from national entities, and could be seen as a replication of the Barcelona Convention.

5. It is evident that there is a lack of financial resources for MPA management. On the other hand, it's likely that MPAs will not be able to cover all the financial needs, regardless of MedFund's contributions. At the MPA level, some tests on local self-financing mechanisms are in place, but greater efforts are required.
6. Conservation Trust Funds are viewed as the more resilient organizations compared to other civil society organizations, active in conservation, as they are built as long-term mechanisms.
7. When the organization of project folders does not follow a well-defined system (with specific criteria or following specific standards), it is very likely that it fails to provide a clear picture of the whole documentation released, especially to external actors, like a TE team.
8. Increasing the understanding of available data on management effectiveness, conservation status and progress of conservation levels in relationship to the applied conservation measures of the MPAs does not necessarily imply competitiveness among potential grantees.

## 8.2 Briefly describe the recommendations given in the terminal evaluation.

The TE (pp. 8-9, 54-56) proposes the following recommendations:

Recommendations 1: The MedFund team could be insufficient in terms of number of members to address all the activities needed to achieve its objectives. It's highly recommended that a human resources plan is prepared, with a resource needs assessment in terms of persons/month per activity.

Recommendations 2: The main risks are related to undercapitalization during the next years. Establishing strategic partnerships, increasing communication, awareness and lobbying among key players (especially donors) to increase donors and donations. This could be one of the objectives, activities and/or results of the next GEF Project.

Recommendations 3: Financial sources from the EU External Action and Neighbourhood Policy should be explored more in depth.

Recommendations 4: MedFund should discuss the opportunity to invite other countries to join it, considering the funding opportunities and the concerns stated in Lesson 4.

Recommendation 5: MedFund should also support the establishment of self-financing mechanisms at the MPA level, to increase the diversification and the partial financial autonomy of the management entities. MedFund should also raise MPAs awareness of the adoption of new self-financing mechanisms and include a dedicated financial line in the annual calls for these types of actions.

Recommendation 6: MedFund should better organize documents and folders: a more structured file folder architecture should be implemented, with a possible map that can make it easier to access the documents and understand the development of the project over time.

Recommendation 7: Improve the understanding of data and avoid competition among stakeholders or misunderstanding of data could be very useful to use a data visualization approach, by gathering by category and grouping of data.

Recommendation 8: Provide grantees and other stakeholders with available information on management effectiveness, conservation status and progress of conservation levels in relation to the applied conservation measures. Information can be released by gathering by category and grouping, regrouping, aggregation and disaggregation of data, in order not to disclose sensitive information.

Recommendation 9: during the next GEF project, it is recommended to provide stakeholders with the document on Grievance Mechanism when it is released.

## 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 finalized within 6 months and submitted to the GEF Portal within 12 months from project completion	HS
2. General information: Provides general information on the project and evaluation as per the requirement?	The TE provides general information on the project (GEF ID, executing agencies, key milestones, GEF environmental objectives) and lists the evaluators	HS
3. Stakeholder involvement: the report was prepared in consultation with – and with feedback from - key stakeholders?	The TE identified key stakeholder but did not seek their feedback on the draft report	MS
4. Theory of change: provides solid account of the project's theory of change?	The TE discusses causal links and mechanisms to achieve impact, but it does not present the key assumptions of the theory of change	S
5. Methodology: Provides an informative and transparent account of the methodology?	The TE discusses information sources, and provides information on interviewees, project sites/activities, tools and methods used for evaluation, and identifies limitations of evaluation	HS
6. Outcome: Provides a clear and candid account of the achievement of project outcomes?	The TE assesses relevance of design and to GEF, country priorities; reports on performance for all targets and outcomes, discusses factors that affected outcomes at good depth, and discusses timeliness of activities and efficiency	HS
7. Sustainability: Presents realistic assessment of sustainability?	The TE identifies risks and their likelihood and possible effects, and rates overall sustainability	HS
8. M&E: Presents sound assessment of the quality of the M&E system?	The TE rates M&E design and implementation and discusses the use of data for project management	HS

9. Finance: Reports on utilization of GEF funding and materialization of co-financing?	The TE reports on amounts of GEF funding and co-financing materialized, but does not provide data on sources of co-financing, nor does it discuss reasons for deficient materialization or their contribution to project results	MS
10. Implementation: Presents a candid account of project implementation and Agency performance?	The TE rates performance of implementing and executing agencies, and discusses factors that affected them 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 environmental and social safeguards and on the conduct of gender analysis and related actions	HS
12. Lessons and recommendations are supported by the project experience and are relevant to future programming?	The TE presents lessons based on project experience and discusses their applicability; it presents recommendations specifying what to do and the action taker	HS
13. Ratings: Ratings are well-substantiated by evidence, realistic and convincing?	The ratings of the TE are well supported by 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 well written and organized, consistent, and makes good use of tables	HS
<b>Overall quality of the report</b>		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

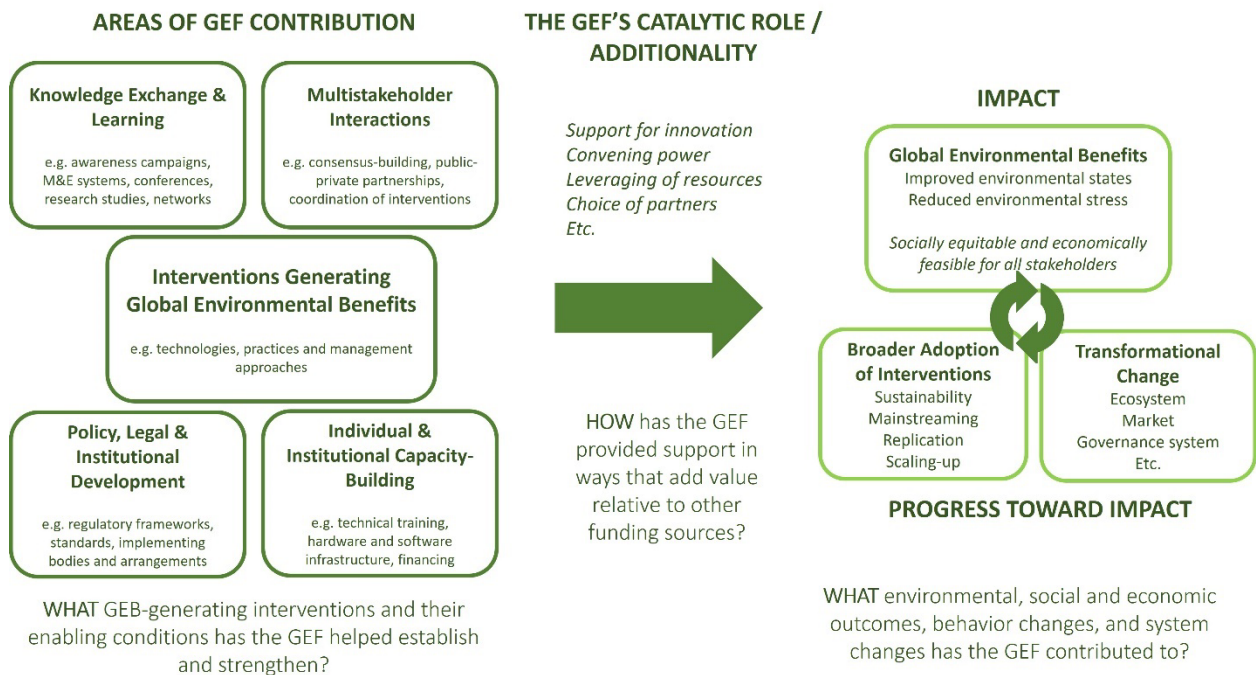


Figure 1. The GEF IEO's updated Theory of Change Framework on how the GEF achieves impact

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

<b>Intervention</b>	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. <a href="https://www.gefio.org/evaluations/gef-evaluation-policy-2019">https://www.gefio.org/evaluations/gef-evaluation-policy-2019</a>
<b>Activity (of an intervention)</b>	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.
<b>Outcome</b>	An intended or achieved short- or medium-term effect of a project or program's outputs. <a href="https://www.gefio.org/evaluations/gef-evaluation-policy-2019">https://www.gefio.org/evaluations/gef-evaluation-policy-2019</a>
<b>Impact</b>	The positive and negative, primary and secondary long-term effects produced by a project or program, directly or indirectly, intended or unintended. <a href="https://www.gefio.org/evaluations/gef-evaluation-policy-2019">https://www.gefio.org/evaluations/gef-evaluation-policy-2019</a>
<b>Environmental outcomes</b>	Changes in environmental indicators that could take the following forms: <ul style="list-style-type: none"> <li>• Stress reduction: reduction or prevention of threats to the environment, especially those caused by human behavior (local communities, societies, economies)</li> <li>• Environmental state: biological, physical changes in the state of the environment</li> </ul> <a href="http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf">http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf</a>
<b>Social and economic outcomes</b>	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.
<b>Synergies</b>	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.

	<a href="http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016">http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016</a>
<b>Trade-offs</b>	A reduction in one benefit in the process of maximizing or increasing another benefit. <a href="http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016">http://www.gefio.org/evaluations/evaluation-multiple-benefits-gef-support-through-its-multifocal-area-portfolio-map-2016</a>
<b>Broader adoption</b>	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). <a href="http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf">http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf</a>
<b>Sustainability</b>	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. <a href="https://www.gefio.org/evaluations/gef-evaluation-policy-2019">https://www.gefio.org/evaluations/gef-evaluation-policy-2019</a>
<b>Replication</b>	When a GEF intervention is reproduced at a comparable administrative or ecological scale, often in different geographical areas or regions. <a href="http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf">http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf</a>
<b>Mainstreaming</b>	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. <a href="http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf">http://www.gefio.org/sites/default/files/ieo/evaluations/ops5-final-report-eng.pdf</a>
<b>Scaling-up</b>	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. <a href="http://www.gefio.org/evaluations/evaluation-gef-support-scaling-impact-2019">http://www.gefio.org/evaluations/evaluation-gef-support-scaling-impact-2019</a>
<b>Transformational change</b>	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. <a href="http://www.gefio.org/evaluations/evaluation-gef-support-transformational-change-2017">http://www.gefio.org/evaluations/evaluation-gef-support-transformational-change-2017</a>
<b>Additionality</b>	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. <a href="https://www.gefio.org/sites/default/files/ieo/council-documents/files/c-55-me-inf-01.pdf">https://www.gefio.org/sites/default/files/ieo/council-documents/files/c-55-me-inf-01.pdf</a>