



Global Environment Fund

TERMINAL EVALUATION REPORT

2017

**STRENGTHENING CAPACITY TO CONTROL THE INTRODUCTION AND SPREAD
OF ALIEN INVASIVE SPECIES IN SRI LANKA
GEF PROJECT ID- 2472
UNDP PIMS ID- 3013**

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TERMINAL EVALUATION OPENING PAGE

Project Title	Strengthening capacity to control the introduction and spread of alien invasive species in sri lanka	
GEF Project ID	2472	
Atlas Award	00059712	
Output ID	00074810	
UNDP PIMS No.	3013	
Country	(SRL) Sri Lanka	
Region	South Asia	
GEF Focal Area:	Biodiversity	
GEF-4 Strategic Objectives and Programs	SO3: To safeguard biodiversity, SP7: Prevention, control and management of invasive alien species SO2: To mainstream biodiversity in production landscapes/ seascapes and sectors SP4: Strengthening the policy and regulatory framework for mainstreaming biodiversity	
Implementing & Executing agencies	UNDP- Sri Lanka	Ministry of Mahaweli Development and Environment
Management Arrangements	National Implementing Modality (NIM)	
Executing Partner	Biodiversity Secretariat	
Terminal Evaluation Timeframe	February 23 rd to April 6 th , 2017	
Evaluation Team Members	Dr Syaka Sadio, International Consultant /Team leader Herath Bandarattillake, National Consultant	
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EXECUTIVE SUMMARY

A. Project summary table

PROJECT TITLE	STRENGTHENING CAPACITY TO CONTROL THE INTRODUCTION AND SPREAD OF ALIEN INVASIVE SPECIES IN SRI LANKA	
Country	Sri Lanka (SRL)	
Region	South Asia	
GEF Focal Area:	Biodiversity	
GEF-4 Strategic Objectives and Programs	SO3: To safeguard biodiversity, SP7: Prevention, control and management of invasive alien species SO2: To mainstream biodiversity in production landscapes/ seascapes and sectors SP4: Strengthening the policy and regulatory framework for mainstreaming biodiversity	
Program period	2011-2017	
Project Objective	Build capacity across sectors to control the introduction and spread of invasive species in Sri Lanka, to safeguard globally significant biodiversity.	
Project objectives (Outcomes)	Outcome 1: A comprehensive national regulatory framework for the control of IAS in Sri Lanka is in place Outcome 2: A well-coordinated institutional mechanism is in place for integrated planning and decision making at national and local levels with greater access to information on the status, threat and means of controlling IAS Outcome 3: Decision makers at national and local levels are aware of cost-effective IAS controls being implemented at national and local levels, best practices are shared and stakeholders' capacities strengthened	
Implementing & Executing agencies	UNDP-Sri Lanka	Ministry of Mahaweli Development and Environment
Management arrangements	National Implementation Modality	
	Executing Partner	Biodiversity Secretariat
Project Document Signature	28 February 2011	
Project Start Date:	Planned: 31 March 2011	Effective: 23 December 2012
Project End Date:	Proposed 31 March 2016	Actual: 31 March 2017
GEF ID	2472	
Atlas Award	00059712	
Project ID	00074810	
PIMS No.	3013	
Budget	At endorsement	At completion
Budget: total resource required	\$ 5,175,000	\$ 5,175,000
Total GEF Financing (US\$)	\$ 1,825,000	\$ 1,825,000

Cash & In-kind co-financing	\$ 3,415,000	\$ 3,415,000
CEO Endorsement	02-11-2010	PIF Approval Date: 01-06-2008 PAC Meeting date: 07 April 2010
Project implementation inception workshop	20 December 2012	
MTR	3 March - 11 May 2015	
Terminal Evaluation	23 February – 6 April, 2017	
	Team: Dr Syaka Sadio, IC/Team leader, H. Bandaratilake, NC	

B. Project Description

- The Project was designed to address issues pertaining to Invasive Alien Species (IAS), through an enabling Policy and Act through (i) capacity building, (ii) awareness raising, (iii) training, and (iv) demonstration of best practices to control the introduction and spread of invasive species in Sri Lanka in order to safeguard globally significant biodiversity.
- The project targeted to achieve three specific outcomes within a period of 5 years, from March 2011 to March 2016¹:
 - Outcome 1:** A comprehensive national regulatory framework for the control of IAS in Sri Lanka is in place
 - Outcome 2:** A well-coordinated institutional mechanism is in place for integrated planning and decision making at national and local levels with greater access to information on the status, threat and means of controlling IAS
 - Outcome 3:** Decision makers at national and local levels are aware of cost-effective IAS controls being implemented at national and local levels, best practices are shared and stakeholders' capacities strengthened.
- As per the financial agreement, the project is funded by GEF for a total budget of 1, 825,000 USD and co-financing (in kind and cash) of 3,415,000 USD from the Government of Sri Lanka (GoSL), UNDP and other national institutions.

¹: Extended to March 2017, following recommendation of the MTR (May 2015)

C. Evaluation rating table

CRITERIA	TE RATING	COMMENT
PROJECT IMPLEMENTATION M&E:		
Monitoring and Evaluation	5 (S)	M&E assessed satisfactory and rated 5/6, successfully conducted by MMDE, PMU, UNDP-CO and Regional Office, and the partners and stakeholders. Quarterly and Annual reports elaborated, using the template for GEF-financed project and submitted to UNDP-CO, UNDP Regional Office and MMDE. Annual financial audit reports by the Auditor general of the GoSL. Insufficient focus on the M&E plan as proposed in the Prodoc, thus difficult to ascertain whether the inception workshop was held in line with the UNDP/GEF.
Overall quality of M&E	6 (HS)	
M&E design at project start up	4 (MS)	
M&E plan implementation	6 (HS)	
IA&EA EXECUTION:		
Overall quality of project implementation/execution	5 (S)	Their overall contribution was assessed satisfactory (5/6). UNDP's good experience on GEF financed projects, proven knowledge of environmental, climate changes and biodiversity management issues, and demonstrated administrative, procurement and financial procedures, as well as its good experience in assistant Sri Lanka development through elaboration of CPAP and strategic planning, are strong comparative advantage. UNDP-CO contribution assessed highly satisfactory (6/6). MMDE overall performance is assessed satisfactory (5/6), because of the long delay in starting the work programme, changes made in the management and monitoring and evaluation strategies not in line with the GEF/UNDP project implementation rules and procedures. Some of the stakeholders performed their responsibilities and delivered compelling results, while others delivered poor performances with limited results compared to what was expected from them.
Implementing Agency execution (UNDP)	6 (HS)	
Executing Agency execution	5 (HS)	
Partners	5 (S) to 4 (MS)	
OUTCOMES:		
Overall quality of project outcomes	6 (HS)	By the end of the project, the PMU and stakeholders achieved all the 3 outcomes and delivered the major outputs expected, including policy, strategy and legislation frameworks, as well as operational, institutional, operational and technical tools and mechanisms.
RELEVANCE: Relevance (R) or not Relevance (NR)	2 (R)	The Project is highly relevant (rated 2) to the Sri Lanka Government and UNDP/GEF across several criteria, such as improvement of (i) environmental and biodiversity management policies and legislations, (ii) agricultural, food security and socioeconomic priorities, (iii) institutional and operational capacities of the government and stakeholders. It has also demonstrated its alignment with the GEF-4 Strategy on Biodiversity conservation, specifically Strategic
EFFECTIVENESS	5 (HS)	The project implementation addressed successfully most of the targets and achieved the major outputs, including (i) a National policy framework for IAS management and control in Sri Lanka; (ii) Act for IAS introduction and management control, integrating relevant concerns of the existing legal

		environment including other relevant regulations; (iii) initiated coordination with other GEF projects on IAS, such as IUCN, ISSG, Global Invasive Species Programme (GISP) and knowledge sharing with stakeholders of neighboring countries (South Africa, etc.). the coordination mechanism by strengthening capacities of the National Coordination Committee (NCC) composed of 17 stakeholders and of the National Invasive Species Specialist Group (NISSG) composed of 25 members; (iv) National IAS Communication Strategy and a website for information and document sharing and awareness raising.
EFFICIENCY	5 (S)	<p>The project implementation and results were assessed satisfactory (5/6). With respect to incremental cost criteria, the project addressed most of the key barriers identified in the Prodoc (2010) associated with IAS management in Sri Lanka.</p> <p>The financing contributions from the Government and partners were substantial (particularly in-kind), more than the pledged budget</p> <p>Financial execution and control from both UNDP-Sri Lanka and MMDE was generally good as ascertained by the annual Audit reports and the financial delivery rate of 100%. However, the use of the human resources was not achieved and not cost-effective and, not in line with the project implementation arrangements, because of the recruitment/assignment of many staff (26) at the PMU level by the GoL and at Local levels, more than what was planned and which contributed to reduce the overall efficiency and increase the project staff cost.</p>
SUSTAINABILITY:		
Overall likelihood of Sustainability	3 (ML)	<p>The overall project sustainability is rated likelihood Moderately (3). The project achievements, particularly the new policy, Act and institutional mechanisms and technical best practices developed or put in place are sound measures to ensure sustainability of the project.</p> <p>More than 3000 people and training workshops organized for more than 500 stakeholders, including institutional mechanisms and strategic planning system designed and put in place and commitment of private sector and communities are met for effective contribution to IAS management.</p> <p>The likelihood of Financial Risks to Sustainability is rated as: Moderately Unlikely (2). The big risk would be poor use of IAS product harvested from the forests and lack of incentives for local communities to act themselves.</p>
Financial resources	3 (ML)	
Socio-economic	2 (MU)	
Institutional and governance	3 (ML)	
Environmental	3 (ML)	
IMPACT:		
Impact:	3 (S)	<p>The project achievement demonstrated substantial benefits to be generated at the national and global levels from biodiversity conservation and economic human well-being. The impacts are assessed satisfactory and rated 2 (S).</p> <p>The interventions benefited more than 3000 people sensitized and 500 staff from the line ministries institutions, private sector and NGOs., including 200 women.</p> <p>The field activities involved as casual labors paid important wages that help them to generate income and improve their family livelihood. At national and international level, the direct implication of H. E</p>
Environmental status improvement	3 (S)- Locally	
Environmental stress reduction	3 (S)- Locally	
Progress toward stress/status change	3 (S)	

		<p>the President of Sri Lanka and award in 2016 at the celebration of Environment Day Programme, was evident recognition of the project achievements and impacts for the country towards environmental protection and biodiversity conservation policy</p> <p>Implementation of Awareness programme and capacity building workshops were instrumental in improving the National Focal Point for IAS and another stakeholder knowledge</p>
Overall Project Results	5 (S)	<p>The project was successful in strengthening government policy, legislation and institutional capacity, as well as operational and technical capacities of the stakeholders required to enabling IAS sustainable management and spread control.</p> <p>However, the overall results were assessed satisfactory and rated 5 (S), because of the long delay and poor efficiency in focusing the key activities, some key outputs could not be completed (70-80%), including the technical approach lacking ecosystem system approach which could have streamlined the results achieved.</p>

D. Summary of conclusions, recommendations and lessons learned

i. Conclusion

- 4.** The project implementation achieved important results to support the development of an enabling policy framework, IAS Strategy and Action Plan through stakeholder participation and technical assistance all approved by the Cabinet of ministries. In addition, a national IAS Control Act was prepared and submitted for review to the Legal Draftsman office.
- 5.** The project also contributed to build capacities of the BDS (National Focal Point for IAS) and key stakeholders, especially those involved in law enforcement and public awareness at local community levels, and promoting transfer of IAS control best practices.
- 6.** The project objectives and outcomes are assessed very relevant and in line with the country priorities and GEF focal area and thematic concerns. The TE also assessed the project document design in line with SMART principles indicator definition, despite some weaknesses in the result matrix (targets, risk and assumptions).
- 7.** The results achieved involved biological diversity management, institutional and legal and technical issues, including exchange of knowledge and experience sharing with international practitioners on prevention and control of entry and spread of IAS to the country.
- 8.** The Consultants assessed and rated satisfactory the overall implementation of the project as well as the achievement of the outcomes, results, and impacts of the project using the criteria set forth by the UNDP Guidelines for terminal evaluation of project (relevance, effectiveness, efficiency, sustainability and impact of the achievements and outcomes (table 5).
- 9.** Despite the slow progress of the implementation and deliveries since its launch in 2012 by the Inception workshop, the project has made satisfactory progress following towards its completion with significant achievements. As for corrective action, following recommendations of the MTR, UNDP and the MMDE agreed to empower and strengthening the PMU capacities with additional staff, in appointing a Project management specialist, Technical advisors and Assistants to fast track the project implementation.
- 10.** The review by the Consolidation team of the project implementation set-up helped the PMU and stakeholders to perform their responsibilities and delivering timely. IAS being a cross-sectoral issue, the involvement of various competent multi-stakeholders has been a key success of the project success.
- 11.** Although it is still premature to ascertain sustainable impacts of the project implementation, there is evident sign that the achievement has led the foundation for a lasting solution to promote coherent and inclusive implementation of IAS policy and legislation in Sri Lanka. All these will contribute to effectively prevent risks of introduction and enhancing the detection and control of IAS at key entry points of the country and mainstreaming concern with invasive species.

What appears extremely promising is that with the information provided on the feasibility and data made available at the project level, most organizations can draw up their individual plans for operationalizing the utilization interventions.

ii. Recommendations

ITEM	Actions recommended	Responsible entity
Policy, Institutional mechanisms and Strategic Action plan	At policy level, it is recommended the BDS undertakes a comprehensive review of the policy framework and Strategic action plan and related mechanisms, in assigning responsibilities to stakeholders, improving institutional mechanisms and strategic planning of interventions to better promote the inclusion of IAS concerns in key ministerial, department or institution structures.	BDS/Ministry (MMDE)
IAS Act	At legislation and regulation level, all the implementation processes will take a long time unless a follow-up is done very closely. The MMDE and BDS have the obligation to follow up on this matter to enable effective law enforcement by the key institutions, such as custom Service at entry port and airport, as well as institutions dealing with plant and wildlife.	MMDE/BDS
Capacity building	At capacity building level, a full-fledged training has always to be supported by proven practical experience demonstrated in the country in representative ecosystems and replicable locally. It is recommended that selected staff from specialized key Training Institutes (Forestry, Agriculture, Fisheries, Wildlife, etc.) for short-term training (2-3 months) benefited from short-term training on IAS best practices in qualified biodiversity institutes and universities or research centers in neighboring countries in order they could serve as key trainers. Furthermore, all the training institutions should incorporate courses on IAS in their curricula.	BDS/Ministry (MMDE)
	Technical outputs in support of this capacity building still required and be supported by the National Communication Strategy. Therefore, for a more efficient and coherent communication and training mechanisms, it is recommended the communication strategy be reviewed to be in line with the training programme.	BDS/Ministry (MMDE)
	It is imperative the BDS and NISSG undertake review of the institutional mechanisms and the communication strategy to include the requirement for community and CBOs involvement in the adoption of best practices for IAS eradication and voluntary interventions to control IAS in their own and community lands.	BDS/Ministry (MMDE)/NISSG
Communication	It is imperative the BDS and NISSG to review the communication strategy to identify and correct weaknesses before its further adoption as reference document for promoting inclusion of IAS in all government and other player institutional structures.	BDS
Best practices	To ensure comprehensive mitigation of the IAS through ecological studies and Sylvicultural practices, it is recommended the stakeholders adopt an ecosystem approach and involve Research & Academic institutions	BDS/Stakeholders

	<p>in the baseline studies and established demonstration plots with focus on comprehensive Diagnostic-Analysis of landscape and ecological features to demonstrate comprehensive scientific-based best management practices of IAS in order to undertake an effective control of selected invasive species and to promote the re-growth of native tree species.</p> <p>At the valuation level of IAS product, it was noted that most of tree and biomass products from the removed IAS were not profitably used, such species like <i>Prosopis juliflora</i> (firewood, charcoal, Environmental protection, fiberboard, etc.); <i>Mimosa pigra</i> (woody stems, nitrogen-rich leaves, fuelwood, etc.); <i>Eichhornia crassipes</i> (compost, handicraft, etc.), <i>Panicum maximum</i> (fodder grass, compost, etc.), <i>Lantana camara</i> (limited use, pesticide, etc.), <i>Annona glabra</i> (fiber-board, rootstock, edible fruit, etc.). It is recommended the BDS and the stakeholders conducted applied research for product processing and added-value to improve their contribution to food security, medicine and income generation.</p>	BDS/Academic and research institutions
Consolidation of outcomes and sustainability of impacts	At results consolidation level, it is imperative for sustainability to consolidate the results achieved and pursue actions initiated in the various pilot project sites to develop lasting best practices replicable across the country. The BDS to take the lead to coordinate with assistance from the various technical bodies (NCC, NISSG, Cell Units, etc.) to ensure consolidation, continuation and monitoring-evaluation of the field activities. .	BDS/NCC/NISSG/ Stakeholders
EXIT PLAN	<p><u>Exit plan:</u> The TE team is hereby recommending BDS to prepare and adopt an exit plan before June 30th, 2017 and maintain a limited core team (2 staff) of staff and provide necessary financial resources (10,477 USD), using the project saving or mobilizing additional resources. The core team will prepare all relevant terminal documents and a work plan and budget for the consolidation phase (3 years), including a set of reference documents to be handed over to UNDP-CO and the GoSL (MMDE) at the project closure in June 2017.</p> <p>The evaluation team exhorts BDS to undertake a peer review of the policy, institutional mechanisms and strategic action plan frameworks before it enters in practice and the MMDE and BDS to speed up the adoption of an IAS Act. For the completion of reimagining activities and designing the exit plan, including the road map, the T.E team recommends activities in table 6 below and exit plan (table 7).</p>	<p>UNDP/MMDE/BDS</p> <p>UNDP/MMDE/BDS</p>

iii. Lessons learned

12. The project document is well designed. However, as discussed above (section 4.1.2), the design of the result matrix is not in full line with the SMART criteria.

13. As per the Prodoc financing arrangements, the Project is implemented by UNDP-Sri Lanka as GEF implementing Agency and by the Ministry of Mahaweli Development and Environment (MMDE) through NIM with Biodiversity Secretariat as the national executing institution for the MMDE. Unfortunately, although the project document was signed on February 28th, 2011, the implementation started, only on 20 December 2012 with Inception Workshop, that's a delay of 23 months after the Prodoc has been signed.

14. As consequences, this long delay 3 years (2011-2014) has negatively impacted the execution of the work programme and the smooth progress towards the project outcomes. To fast track the programme completion, UNDP and the GoSL agreed to recruit additional staff, as recommended by the MTR in April 2015 and extended the project duration until December 2016 and to recruit additional staff to speed up the implementation process and delivering key outputs. However, the project has been extended for three more months, that's up to 31 March 2017 to complete the work programme. The lessons learned, from this delay was due to (i) lack of preparedness and ownership of the project from the government agencies, (ii) misunderstanding between the GoSL and UNDP-CO of the NIM implementation arrangements and (iii) many administrative and institutional constraints (clearance and staff recruitment) from the government agencies.

15. The increased number of the staff appeared to be not cost-effective with high staff cost, while most of the activities were carried out by consultants.

16. Considering the slow from 2011 to 2014 and the work to be done towards the project completion and the time left (27 months) at MTR mission to conducted the remaining activities (studies, demonstrate the feasibility of "best practices on IAS management", etc.) and achieve the results expected at the end of the project, extending the duration of the project seemed to be the only solution to ensure completion of the implementation of the work programme.

17. Three years (2011-2014) have lapsed with only few activities and results achieved (inception workshop and elaboration of policy, Act and Strategies), following the MTR in April 2015 recommendation, the project design has been review for six weeks, that further delay the implementation of the work programme. The consolidation phase resulted to a big change on the project outcomes and outputs which did not ensure quality and full-fledged design of the project. As lessons learned, the TE noted that in such short duration it was not possible to complete the work programme and deliver quality results, particularly the demonstration of the best practices of IAS control.

18. Policy and strategic plan action plan have been designed and approved by the Ministry and the Cabinet of ministers. These frameworks aim to guide IAS control and empower the stakeholder capacities and interventions and mastering the mitigation practices. Biodiversity Secretariat has been formally designated as the National Focal Point for IAS Control and Management in Sri Lanka.

19. The assessment of the framework revealed some strengths and weaknesses of the National Policy on Invasive Alien Species (IAS), as well as of the Strategies and Action Plan. There were no clear responsibilities assigned to key stakeholders as lead institutions to manage IAS sector issues, neither a timeframe nor budget have been stated for implementation of related strategic action plan. Furthermore, the role played by communities in IAS management is not adequately highlighted, despite significant role they play in controlling and eradicating IAS in their own farms; (ii) at strategy and action plan, the document intending to provide consistent guidance to the stakeholders to ensure decision-making on containment, control and eradication of IAS and identification of integrated management options for IAS, has yet been fully operationalized to ensure its coherent implementation and restoration of the vulnerable.

20. The regulatory mechanisms and control Act for preventing entry and spread of IAS within the country and Control is still pending for approval at the Legal Draftsman' Office. Its adoption by the Parliament which requires time (over 1 year) as it must go through many steps (Legal Draftsman, Attorney General and Cabinet of ministers). It is only after parliament approval that regulations could be framed for the Act. This will also imply amending regulations of related existing laws to enable full compliance and coherence for the implementation of the Act.

21. The PMU undertook an important programme for stakeholder capacity building on IAS management through awareness, training and publication of technical guidelines and reference documents. As pointed by MTR, the TE mission noted that the project team focused, since the project started its full implementation in 2014, awareness activities and delivering systemic training for stakeholder's capacity building which benefit a lot to various stakeholders at national and local levels (authorities, staff, private, farmers, school and academic research institutions, and public). Many training workshops were organized by the PMU at national and in the 9 provinces of the country, to build the capacity of the government institutions, staff, NGOs, CBOs and other stakeholders on IAS management issues. To this regard, many documents were issued and distributed to the public. However, most of the technical toolkits and approaches supporting the capacity building and awareness still require peer review and focus, to facilitate their application process.

22. The TE team noted that without stakeholders and community support the work carried would not have been successfully achieved. However, there was no clear sustainable incentive system (income) in the project for local communities to involve in IAS management, apart from in some sites labor wages were paid for their participation at the IAS control works. But it is yet to know how efficient and long such arrangement will last, once there are no funds available to pay the labor force.

23. The field activities conducted to demonstrate "best practices" on IAS control were selected through calling for proposals submitted by the stakeholders. The pilot projects focused a range of field "best practices" aiming to control IAS to mitigate their spread and threats on biodiversity conservation and economic development in Sri Lanka. Development of best practices to control and eradicate IAS throughout the country was targeted as key activities of the project. Many stakeholders have selected pilot sites to demonstrate the removal (by hand picking all plants from the infested sites and mechanical) some species, such as *Lantana camara*, *Alstonia Sp.*, *Proposia juliflora*, *Mimosa pigra*, *Eichornia crassipes*, *Salvinia molesta*, etc. The cleared land is often replanted the areas of invasive species eradicated, using native tree species providing food source for communities and to native fauna and ensure the survival of rare species. The TE team found that the conduct of these best practices lack of scientific and technical knowledge and not based on ecosystem approach which is believed to be the appropriate approach to control IAS in natural conditions. The TE team found that the short-term timeframe (6 months and a four-month activity plan) allocated to the project implementation was not adequate to demonstrate the feasibility of the practices initiated on the field and to reach conclusive results, as most of these practices are and require a long-term endeavor to be completed successfully. Indeed, trying to show sound results within a short period of time seems to be against the best thinking mindset and knowledge on IAS spread conditions within their natural ecosystem environment

24. As recalled in the Prodoc narrative and known by all practitioners, it is essential that management of IAS be supported by adequate ecological considerations and measures in controlling or eradicating their spread. Environmental assessment should be a priority before every intervention, to ensure ecosystem based or holistic approach and on previous proven experience in the selected area and elsewhere.

25. IAS impacts being a serious threat to Sri Lanka's biodiversity, grazing lands for wildlife in protected areas, natural habitats for indigenous plants and animals, and causing change in globally important ecosystems, there is an urgent need to guard against the import of new IAS which may cause damage in the future and remove the institutional, policy and legislation barriers. The actions initiated will need 2 to 3 years of additional technical and research works.

The evaluation team did not come across of any exit plan to consolidate and pursue the results achieved. It appears that designing an exit strategic plan is inevitable to capitalize the project outcomes and ensure sustainability of the impacts. The PSC Board meeting on February 2017 drew the attention of the project team on the delay in completing some activities and the unsustainability and limited impacts of some results, as highlighted in table 5 below. At the end of the project, it is a big challenge for the PMU to undertake these activities and deliver the expected outcomes targeted by the project implementation. Without any Exit Plan, it is likely the BDS and the Ministry will lose the momentum created by the project. The exit plan will ensure that all the objectives and achieved results are fully completed with tangible impacts to put forward the project outcomes towards a successful management way.

All the weaknesses identified above are serious challenges to IAS sustainable control, as they endower an uncertainty and effective implementation of the policy framework, a comprehensive law enforcement.

LIST OF ACRONYMS AND ABBREVIATIONS

AQU	Animal Quarantine Unit
BCAP	Biodiversity Conservation Action Plan
BDS	Biodiversity Secretariat
BI	Birdlife International
BOI	Board of Investment
CBD	Convention on Biological Diversity
CCD	Coast Conservation Department
CEA	Central Environment Authority
CEPOM	Committee on Environmental Policy and Management
CI	Conservation International
DAD	Department of Agrarian Development
DAPH	Department of Animal Production and Health
DEA	District Environmental Agency
DFAR	Department of Fisheries and Aquatic Resources
DoA	Department of Agriculture
DHS	Department of Health Services
DNBG	Department of National Botanic gardens
DWLC	Department of Wildlife Conservation
ECDIC	Environment and Community Development Information Centre
EEZ	Exclusive Economic Zone
FAO	Food and Agriculture Organization of the United Nations
FD	Forestry Department
GDP	Gross Domestic Product
GIS	Geographic Information System
GISP	Global Invasive Species Programme
GoSL	Government of Sri Lanka
GPS	Global Positioning System
IAS	Invasive Alien Species
IOB	Institute of Biology
IPPC	International Plant Protection Convention
IUCN	International Union for the Conservation of Nature
MADAS	Ministry of Agriculture Development and Agrarian Service
MDA	Mahaweli Development Authority
MMDE	Ministry of Mahaweli development and Environment
MEA	Millennium Ecosystem Assessment
MEPA	Marine Environment Protection Authority
MENR	Ministry of Environment and Natural Resources
MFAR	Ministry of Fisheries and Aquatic Resources
MFP	Ministry of Finance and Planning
MHS	Ministry of Health Services
MLD	Ministry of Livestock Development
MMDE	Ministry of Mahaweli Development and Environment
NASSL	National Agricultural Society of Sri Lanka
NAQDA	National Aquaculture Development Authority
NARA	National Aquatic Resources Research and Development Agency
NCSD	National Council for Sustainable Development
NFP	National Focal Point

NISSG	National Invasive Species Specialist Group
NGO	Non-Government Organization
NPQS	National Plant Quarantine Service
PA	Protected Area
PPS	Plant Protection Service
PMU	Project Management Unit
PSC	Project steering committee
RS	Remote Sensing
SAARC	South Asian Association for Regional Cooperation
SAFTA	South Asian Free Trade Area
SAPTA	SAARC Preferential Trade Agreement
SEF-CP	Socio and Environmental Foundation of the Central Province
SLAAS	Sri Lanka Association for the Advancement of Science
SLCD	Sri Lanka Customs Department
SSC	Species Survival Commission
UOC	University of Colombo
UNDP	United Nations Development Program
UPDN	University of Peradeniya
WTO	World Trade Organization
WWF	Worldwide Fund for Nature

1. Introduction

26. This Terminal Evaluation is conducted in the context of the implementation of the project PIMS 3013 “*Strengthening capacity to control the introduction and spread of alien invasive species in Sri Lanka*”, in accordance with UNDP and GEF M&E policies and procedures, which requires all full-sized UNDP support GEF financed projects undergoes a terminal evaluation upon completion of implementation.

27. As agreed by UNDP (as GEF implementation Agency) and the **Ministry of Mahaweli Development and Environment** (as the Government implementing Agency-(NIM)), a team of an International Consultant and a National Consultant have been recruited to undertake the TE, based on the Terms of Reference (annex 5.1), from February 23rd, 2017 to April 6th, 2017.

1.1. Purpose of the evaluation

28. The Terminal Evaluation aims to assess the implementation and achievement of project results, make recommendation and draw lessons that can both improve the sustainability of benefits, and help enhancing UNDP programming process.

1.2. Scope and methodology

29. In line with the TORs (annex 5.1) and the UNDP Evaluation Guidance for GEF Financed Projects (2010)² the consultants conducted the TE in four phases (annex 5.2):

- **Phase 1: Home-based document review and methodology design:** the consultant (i) review a set of reference and technical documents, including reports produced by the PMU (reference), (ii) developed a detailed methodology and tools (questionnaires) used during the evaluation to interview and assess the roles played the stakeholders, (ii) assessed the project achievements and results, (iv) submit an Inception report to the PMU for comment and finalization;
- **Phase 2: in-country evaluation mission** to (i) meet and discuss with the implementing agencies and partners, (ii) conduct data collection and analysis, (iii) interview stakeholders, populations and communities, (iv) visit and evaluate quality and outcomes of some selected pilot sites³ for best practice demonstration in various locations;
- **Phase 3: Wrap-up and presentation of the preliminary findings;** compiling information and data, writing a short report summarizing the preliminary findings and presentation at the validation workshop gathering the representatives of the key stakeholder;
- **Phase 4: Reporting:** (i) following the preliminary finding presentation workshop, the consultants prepared a consolidated Draft evaluation mission and submitted to UNDP and the PMU for comments, (ii) addressing comments and finalizing the evaluation report.

To frame the evaluation effort the evaluators used SMART indicators and criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects.

The TE results were assessed against the targets set forth in the project logical results framework (Prodoc, 2010). The project design, M&E, implementation and achievements were assessed and rated according to the scale provided by UNDP for GEF financed projects (UNDP, 2010).

²: *Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects (2010)*

³: *Project implementation site location: Kaluthara, Hambantota, Kandy, Polonnaruwa, Nuwara Eliya, Trincomalee, Puttalam districts, etc.*

For verifying accuracy and providing evidence- based information that is credible, reliable and useful, a data triangulation method was used by the evaluators.

The GEF Tracking Tool for Biodiversity Projects was updated and Audit trail for addressing comments made by stakeholders was also submitted.

The evaluators adopted a participatory and consultative approach to ensure close engagement with government counterparts and made recommendations and drew lessons learned from the project implementation.

1.3. Structure of the evaluation report

30. This report presents the findings of the project achievements, lessons learned and recommendations made for consolidation of the outputs and way forward. Below is the structure of the report:

1. Basic data of the project;
2. Executive summary;
3. Acronyms and Abbreviations;
4. Introduction;
5. Project description and development context;
6. Findings;
7. Conclusions, Recommendations & Lessons;
8. Annexes

2. Project description and development context

2.1 Project start-up and duration

31. The project document was formulated in 2009 and approved for its implementation by the PAC in 2010 for a period of 5-year, from March 2011 to March 2016. The Prodoc was signed by UNDP (on behalf of GEF) and the Government of Sri Lanka in February 2011 for immediate implementation (Prodoc, 2010).

32. However, although an inception workshop was conducted in December 2012, the activities started only with the establishment and staffing of the Project Management Unit (PMU) in 2014. As recommended by the MTR in May 2015, to cope with this long delay (3 years) and slow start-up the implementation of the work programme, UNDP and GoSL agreed to extend the closing date to 31 March 2017.

2.2 Problems that the project sought to address

2.2.1 Environmental and biodiversity significance

33. It is acknowledged by all specialists that Sri Lanka Sri Lanka has a unique significant biological diversity, because of its geographical island location and topographical conditions encompassing diverse microclimates and ecosystems.

34. Unfortunately, in the past decades, most of these important ecosystems have been threatened by IAS spread, inducing increasing loss of the native unique biodiversity. Indeed, more than 73% of the 82 potentially invasive species identified in the Global Invasive Species Data base, are present in the country and are known to have become so harmful to significantly affect the country socioeconomic development, especially on the agricultural and fishery sectors. The most common species identified at different location and ecosystems in the country and which were given priority for the pilot projects are: (i) *Prosopis juliflora*, *O. dilleni* and *Lanthana camara*, *Alstonia Sp.*, etc. (affecting forest areas and wildlife habitats); (ii) *Salvinia molesta*, *Eichlonia crassipes* (with huge damaging impacts to water quality, fish

stock and fishery, massive investment there in dams, irrigation systems and hydropower generators) (Prodoc, 2010; list of IAS).

35. IAS spread results, inter alia, to many threats, among them:

- environmental and economic well-being of a small-island nation like Sri Lanka are increasingly susceptible to the invasion of alien species;
- changing habitats and ecosystems resulting to the loss of the country's globally significant biodiversity;
- exploitation or destruction of native species via rapid expansion/spread of IAS

36. Above threats to biodiversity conservation are likely considered to be driven by the following major underlying root causes of IAS spread:

- a range of new pathways of entry of IAS to the country opening, due to economic policies, international assistance and global travel, trade and tourism networks;
- absence of an effective and efficient institutional coordination and a national strategy to control the spread of IAS in Sri Lanka;
- weak knowledge, and institutional and technical capacities, enable to organize the stakeholders around a common unique strategy to control the spread and proliferation of IAS and best practices for their control;
- lack of specific policy and legislation frameworks and weak and overlapping existing legislative and institutional ordinances and regulatory frameworks from key departments, including incoherence and sectoral strategic planning and management frameworks (Prodoc, 2010);
- increasing liberalized economy facilitating international trade, travel, and transportation and importation of alien species (Marambe et al, 2003);
- lack of accurate information and data on IAS, contributing to a fast loss of biodiversity, thus undermining associated economic development and human well-being, threatening environmental and ecosystem sustainability, including biodiversity conservation.

37. Indeed, as Sri Lankan markets become increasingly integrated into the global economy within a context of climate changes, all above root cause will lead to irreversible threats and adverse impacts on the country biodiversity loss and ecosystem degradation, including damages to natural forests and wildlife, fish stocks and the overall environment sustainability.

38. This project has come at the right time and demonstrated the vision of the Government of Sri Lanka to request in 2008 from UNDP/GEF a support from GEF Grant (PPG) to prepare a full-sized project to help "Strengthening institutional, legal and operational capacities to control the introduction and spread of alien invasive species in Sri Lanka". The project as given priority for demonstration of the control of following common species in selected pilot locations: (i) *Prosopis juliflora*, *O. dilleni* and *Lanthana camara*, *Alstonia Sp.*, etc. (affecting forest areas and wildlife habitats); (ii) *Salvinia molesta*, *Eichlonia crassipes* (Prodoc, 2010; list of IAS).

2.2.2 Socioeconomic significance

39. It is known that the Sri Lanka's rich biodiversity provides a wide range of valuable natural resources used for subsistence or commercial purposes by communities and represents important potential for the country economic development, including poverty alleviation, food security, nutrition and wellbeing of people. As such, the control of the IAS is of significance to the society wellbeing and the national economy.

40. Indeed, many IAS have been identified as causing significant damages to agricultural production and population wellbeing, such as *Salvinia molesta* and *Eichornia crassipes* with huge damaging impacts to water quality, fish stock and fishery, massive investment (dams, irrigation systems and hydropower

generators). They are seriously affecting water course and quality across the country, particularly in the Mahaweli River, and other open water areas for fishing. Same as for *Mimosa pigra* and *P. juliflora* spread which is rapidly expanding in many areas, resulting in loss of grazing grounds for wild life and lands for forest resources development.

2.2.3 Institutional and Policy significance

41. As highlighted in the Prodoc rationale, there are barriers targeted by the project, such as (i) Weak policy and inadequate legal framework relating to IAS and their further weak enforcement; (ii) Weak institutional context and information base for IAS control; (iii) Weak technical capacity and knowhow among key actors to tackle IAS risks and threats in an increasingly globalised economy.

42. It is also noted many overlapping sectoral or specific legislations and institutional mandates, and incoherent planning strategies combined with huge information gaps on invasive alien species (IAS) contributed to the loss of biodiversity and production capacity.

43. As Sri Lankan markets become increasingly integrated into the global economy and also due to its "cross-cutting nature", IAS control and management involve participation of many state institutions with responsibilities relevant to IAS management: (i) Central Environmental Authority, Forest Department, Marine Environment Protection Authority (MEPA), Mahaweli Authority, and the Coast Conservation Department (CCD) all under the MMDE; (ii) Department of Wildlife Conservation (DWLC) (Ministry of Sport and Tourism); (iii) Department of Fisheries and Aquatic Resources (DFAR), Department of Agriculture (DOA) and its agencies (namely the Plant Protection Service and the Plant Quarantine Service), Department of Animal Production and Health (DAPH), Department of Irrigation and (iv) ministerial institutions (Department of Customs, Sri Lanka Land Reclamation & Development Corporation (SLLRDC) and the Ministry of Lands and Land Development, etc.), Customs service under the Plant Quarantine and Plant Protection Acts, etc.

44. At policy and legislation level, all these institutions have their specific frameworks make IAS management very vital that the project put active focus on stakeholder coordination, planning strategy, developing efficient institutional and communication mechanisms, harmonizing policies and legislation frameworks⁴ for coherence and complementarity and sharing information and knowledge, promoting public awareness, as well as capacity building through training. The project seeks to fill the various gaps in the policy and legal frameworks to implement comprehensive IAS management to prevent and protect against on the environment, natural and biodiversity conservation and socio-development investment.

2.2.4 GEF alternatives and value-added

45. Sri Lankan markets becoming increasingly integrated into the global economy within a context of climate changes, the main root causes are likely to lead to irreversible threats and adverse impacts on the country biodiversity loss and ecosystem degradation, including damages to natural forests and wildlife, fish stocks and the overall environment sustainability.

46. This project requested in 2008 a financial support from GEF Grant (PPG) to prepare a full-sized project to help "Strengthening institutional, legal and operational capacities to control the introduction and spread of alien invasive species, has come at the right time to demonstrate the vision of the Government of Sri Lanka. It gives priority for capacity building and demonstration of the control of

⁴: These include policies on (i) environment, (ii) wildlife, (iii) wetlands, (iv) fisheries, (v) agriculture and (vi) forestry, and other specific laws and regulations (i) Water Hyacinth Act (1909), (ii) Plant Protection Act (1999), (iii) Prevention of Mosquito Breeding Act (2007), (iv) Fisheries and Aquatic Resources Act (1996), (v) Animal Disease Act (1992), (vi) Customs Ordinance of 1869, etc.

common species in selected pilot locations: (i) *Prosopis juliflora*, *O. dilleni* and *Lanthana camara*, *Alstonia Sp.*, etc. (affecting forest areas and wildlife habitats); (ii) *Salvinia molesta*, *Eichlonia crassipes* (Prodoc, 2010; list of IAS).

47. Without the project, business as usual scenario should have been the approach of Sri Lanka to address globally significant biodiversity with continuation of increased threats by IAS (fauna and flora).

48. The project has also enhanced integrated management planning and action, with budgetary and technical support initiating actions to remove institutional barrier, through adoption of well-coordinated mechanism and a Knowledge/Information Management System.

2.2.5 Project strategy policy conformity

49. This GEF intervention was designed in conformity with the GoSL biodiversity conservation policy and to significantly overcome the weak policy and overlapping legislative and institutional mandate, as well as incoherent planning strategies and management frameworks. In this regard, it targets to remove these barriers through enabling legal, regulatory and institutional framework, capacity building and awareness and training.

50. The project directly responded to the Government of Sri Lanka's concerns and ongoing efforts to control and manage effectively IAS spread to ensure in long run biodiversity conservation and safeguard economic activities. It is articulated with the national laws, policies, strategies and plans which include the followings (Prodoc, 2010):

- The National Physical Planning Policy and Plan Sri Lanka (2006-2030) - launched by the National Physical Planning Department - clearly identifies that the conservation of biological diversity and ecological integrity should be a fundamental guiding principle in protecting the environment and ensure that land use planning and development activities consider and respect conservation and biodiversity values;
- The Ten-Year Horizon Development Framework (2006-2016) - launched by the Department of National Planning of the Ministry of Finance and Planning - identifies strengthening the capacity to the introduction of economic incentives for biodiversity conservation as a key policy directive, and invasive species as a priority area for projects;
- The National Action Plan for 'Haritha Lanka (Green Lanka)' Programme - launched by the National Council for Sustainable Development and chaired by the President of Sri Lanka where Mission 2 of the programme identifies control of IAS as a priority, and the directive given by the Cabinet of Ministers on 15th January 2009 to prepare the National Invasive Species Control act, indicate the top priority given by the country in tackling the issues related to IAS in the country.

2.2.6 Country eligibility and ownership of the Project

51. Sri Lanka signed the CBD in 1992, ratified the convention in 1994, and identified the BDS of the MENR as the convention focal point. In aiming to achieve the CBD goals, the government has prepared national communications. Each document has reference to IAS control and identified it as a national priority.

52. The BDS has executing partner for the Ministry (MMDE) has been designated as the Focal point of IAS, under its mandate dealing with all issues concerning biodiversity conservation and servicing the UN CBD. The BDS also services as representative of Sri Lanka to the CBD secretariat as member of SUBSTTA.

53. The Country has also ratified and is servicing all international conventions of UN related to many issues (UNFCCC, UNCCD, the World Heritage Convention and the Cartagena Protocol on Biosafety, CITES, RAMSAR, MAB, etc.).

54. As for all other issues related to Biodiversity convention, IAS control is governed by international conventions whose focal agencies are: "BDS for the Convention on Biological Diversity (CBD, Article 8h of the Convention), MEPA for the MARPOL 73/78 Convention, DWLC for the Ramsar Convention on Wetlands, and DoA for the International Plant Protection Convention (IPPC)".

55. The country has done the preparatory works to implement the proposed project as a national priority, and within the framework of GEF focal strategies and strategic programs.

2.3 Immediate and development objectives of the project

56. To arrest IAS spread and threats, the Government of Sri Lanka in 2008 requested from UNDP/GEF a Project Preparation Grant (PPG) to assist designing and implementing a full-sized project "Strengthening capacity to control the introduction and spread of alien invasive species in Sri Lanka".

57. The Project is designed to support the development of an enabling policy and an Act and related institutional mechanisms and Strategic Action plan for effective IAS control. It also intends to build operational and technical capacities and encourage active participation of the stakeholders to enhance integrated management plan with corresponding budgetary and technical support for the prevention, detection and management of IAS.

58. Its overall objective is "to build capacity across sectors to control the introduction and spread of invasive species in Sri Lanka, to safeguard globally significant biodiversity". This global objective is expected to be achieved through three (03) specific outcomes:

- **Outcome 1:** A comprehensive national regulatory framework for the control of IAS in Sri Lanka is in place
- **Outcome 2:** A well-coordinated institutional mechanism is in place for integrated planning and decision making at national and local levels with greater access to information on the status, threat and means of controlling IAS
- **Outcome 3:** Decision makers at national and local levels are aware of cost-effective IAS controls being implemented at national and local levels, best practices are shared and stakeholders' capacities strengthened.

59. The above outcomes seek to lift barriers in developing knowledge and strengthen capacities:

- Weak policy and inadequate legal framework relating to IAS and their further weak enforcement;
- Weak institutional context and information base for IAS control;
- Weak technical capacity and knowhow among key actors to tackle IAS risks and threats in an increasingly globalized economy.

2.4 Baseline Indicators established

60. The project baseline analysis highlighted considerable investments by the GoSL and its partners in IAS in the past two decades, but which impact has been very limited in term of institutional capacities strengthening and development of management of best practices, because of lack of integrated policy and inclusive Act. In fact, there was no real focus that mobilized stakeholders around a common understanding and concerted action towards effective control of IAS spread and threats.

61. The business-as-usual scenario is that, despite Sri Lanka's the globally significant biodiversity is continuously threatened by increasing introduction and spread of IAS, though the GoSL haven't taken strong and coherent efforts to sustainably manage and control IAS threats on biodiversity conservation and improvement of local socioeconomic potential.

62. The narrow vision of the various policy and inconsistent sectoral legislative frameworks, including weak institutional capacities and inadequate investments, have been recognized to be among the major factors contributing to hinder the national efforts of IAS efficient management. Unfortunately, all these

main drivers are still enhancing the spread of IAS and the loss of biodiversity, as well as associated economic benefits and human well-being, despite the several initiatives taken by relevant authorities. It is also predicated a critical depletion of ecosystem services and natural biodiversity, with severe impacts on crop yields, fishery and wildlife reproduction potential, water quality and investment strategies.

63. Under this GEF-Alternative scenario, Sri Lanka intends to benefit from overcoming the threats of IAS to the globally significant biodiversity conservation in conducting pilot activities in various ecosystems across the country. This scenario built on a comprehensive baseline analysis aims to strengthen the initiatives taken in the past by the government and its partners to further ensure sustainable control of IAS.

2.5 Main stakeholders

64. The stakeholder analysis conducted at the project preparation time, clearly indicates the roles undertaken by many government line ministries toward IAS control activities and responsibilities expected to be fulfilled by each of the major stakeholders in the context of this project (table 1).

Table 1: Key stakeholder organizations, their involvement and responsibilities (Prodoc, 2010)

Stakeholder	Roles and responsibilities in the project
Biodiversity Secretariat of the Ministry of Environment and Natural Resources of Sri Lanka (BDS/MENR)	Overall coordinating and be the primary beneficiary of the project
University of Peradeniya: [Agriculture Education Unit (AEU), Faculty of Agriculture]	A member of the Project Board, and support the project implementation
University of Colombo: Faculty of Science	A member of the Project Board and support the project implementation through capacity programs, and by hosting the IAS database and website
Forest Department	A member of the Project Board and support project implementation in the forests areas
Department of Wildlife Conservation	Member of the Project Board and support the project implementation in the NPs and PAs.
Marine Environment Protection Authority	Member of the Project Board and support the project implementation in relation to the marine ecosystems
Department of Agriculture: National Plant Quarantine Service (NPQS), Plant Protection Service (PPS)	Member of the Project Board and support the project implementation (Agricultural ecosystems, Risk assessment process through the National Plant Quarantine Service at the Colombo Airport).
Department of Agrarian Development	Member of the Project Board and support the project implementation (minor irrigations schemes in Sri Lanka)
Department of Animal Production and Health: Animal Quarantine Unit (AQU)	Member of the Project Board and support the project implementation (field staff, providing the regulatory framework).
Department of Customs	Member of the Project Board and support the project implementation (Biodiversity Protection Unit (BPU), enforcing regulations).
Mahaweli Authority of Sri Lanka	Member of the Project Board and support the project implementation (designated areas as per Mahaweli Authority Act No 23 of 1979).
IUCN – Sri Lanka	Member of the Project Board and support the project implementation process (linking up with the communities).
National Aquatic Resources Research and Development	Member of the Project Board and support the project implementation process (inland water bodies of the country)

Stakeholder	Roles and responsibilities in the project
Agency (NARA)	
NAQDA	Assist the project implementation (making recommendations complying with the regulations and organizing the farmers to support IAS management activities).
Civil Aviation Authority of Sri Lanka	Member of the Project Board and support the project implementation (enforcement of regulations) and responsible organization for import and export of consignments (air facilitating international trade, transport and tourism)
Department of National Botanic Gardens	Member of the Project Board and support the project implementation (responsible for international exchange of flora, risk assessment procedures and implementation of regulations).
Irrigation Department	Member of the Project Board and support the project implementation (in the reservoirs under their purview).
Department of Fisheries and Aquatic Resources	Member of the Project Board and will assist the project implementation by making recommendations according to the regulations and formulating IAS sectoral policies
Sri Lanka Ports Authority	Member of the Project Board and support the project implementation (enforcement of regulations)
Board of Investment	Member of the Project Board and support the project implementation (making recommendations complying with the regulations to manage IAS).
Chemical Industries Colombo PLC	Member of the Project Board and support the project implementation (making recommendations to manage IAS).
UNDP	Member of the Project Board and to support the project implementation (main service provider in terms of progress monitoring and providing GEF funds for the implementation of the project)
Coast Conservation Department	Member of the Project Board and support the project implementation (activities carried out in coastal areas).
Department of Health Services	Member of the Project Board and support the project implementation (areas under their purview)
Sri Lanka Council for Agricultural Research Policy (SLCARP)	Support the project implementation (financial support for IAS related research activities).
National Science Foundation of Sri Lanka (NSF)	Support the project implementation (financial support for IAS related research activities).
Provincial Governments	The selected provincial governments and line departments will support the project implementation (providing logistical and resource support)
National Chamber of Commerce	Support in gaining support from the private sector organizations in implementation of the project activities
National NGOs (eg. Green movement, Practical Action, etc)	Support the project implementation.
Local NGOs/Community-based Organizations (CBOs)	Support the project implementation.
Media (electronic and print)	Support the project implementation (important role in the project in information dissemination).

65. As depicted in above table 1, the stakeholders involved in IAS control in Sri Lanka (including those responsible for entry of IAS to the country) include government (central and provincial), academia, non-governmental and civil society, private sector and media organizations. Majority of the stakeholders are in the government sector representing various line ministries and departments at national and provincial level and local communities.

66. The project beneficiaries are the Government of Sri Lanka, the Ministry of Mahaweli Development and Environment, the Biodiversity Secretariat and all concerned ministerial technical departments and academic and research institutions, District Authorities and local populations, etc.

67. It is expected that all these stakeholders will pursue their current activities and respective responsibilities, providing cofounding. The government will fulfil their commitments in providing its line ministries and departments increased allocations from the national budget.

2.6 Expected Results

68. As expected from the base line analysis, the incremental costs of the GEF-funded project contributed to reinforce the Government efforts to control IAS spread and threats in achieving the following results (table 2):

- Removal of legal and institutional, and capacity barriers to ensure financial sustainability and inter-agency co-ordination sustainability and inter-agency co-ordination have been removed;
- Development of an enabling Policy, National IAS Strategy and Action Plan; Act and regulations for effective IAS control;
- Enhanced integrated management plan of IAS control on different ecosystems of Sri Lanka, with especial focus on protected areas, through comprehensive national IAS policy and Act;
- Substantial funds provided by the government from its regular budget to support institutional, operational and technical activities;
- National Invasive Species Specialist Group (NISSG) established and mandated for advising Government of Sri Lanka on issues related to IAS control;
- Risk Assessment (Quarantine and on-site management) protocols for effective border control (IAS pre-entry, entry and post-entry) developed and used by the Custom services;
- Fiscal and market-based instruments, innovative financing mechanisms improved;
- Well-coordinated institutional structure set up through the Ministry (MMDE), IAS focal point (BDS) and Cell Managers;
- Establishment and maintenance of IAS Management Funds;
- Integration of economic principles into planning practices for cost-effective management;
- Operational national IAS database and web based documentary site developed;
- Increased public awareness to support IAS management;
- At least 10 projects in each production sector (forestry, fisheries, agriculture, and tourism, etc) contributed to mainstream biodiversity into the sector;
- 70 % of Stakeholder projects in each sector have supported the incorporation of biodiversity aspects into (a) sector policies and plans at national and sub-national levels; (b) legislation; (c) implementation of regulations and its enforcement, and (d) monitoring of enforcement;
- Financial incentives and disincentives to support IAS control are developed and endorsed by the government for their use.

69. All above results are believed to be underpinned by improved knowledge and full fledge information sharing system, management best practices, improved stakeholder capacities and application of lessons learned from the project, as well as effective partnership between government, local authorities, non-governmental organisations, UNDP and bilateral cooperation agencies.

2.7 Budget and finance breakdown

70. The total cost for the project endorsed by the GEF CEO was USD 5,175,000, including GEF Grant of USD 1,800,000 and total amount of financing of USD3,415,000, to be provided by key stakeholder and line ministry agencies, as follows:

- UNDP: 83,860 USD.
- MMDE (MENR): 1,330,000 USD;
- Plant Protection Division: 100,000 USD;
- Department of Agriculture: 100,000 USD;
- Mahaweli Authority: 1,800,000 USD;
- Department of Botanic Gardens: 120,000 USD;
- Sri Lanka Green Movement: 65,000 USD

71. The budget remains unchanged from the signature of the financing agreement up to the project completion. However, there have been substantial contribution (in cash and in-kind) that were not calculated due to lack of accountability.

3. Findings

3.1 Project design/formulation

3.1.1 Analysis of LFA/Results Framework (Project logic /strategy; Indicators)

72. The Project is designed to support the development of (i) an enabling Policy and legal environment for effective IAS control, (ii) a National IAS Control Act for approval by the Cabinet of Ministers and the Parliament, and (iii) a National IAS Strategy and Action Plan, including (iv) and enhanced integrated management planning and action, with corresponding budgetary and technical support for the prevention, detection and management of IAS.

73. The project logical framework outlined on table 3.1 (Prodoc, Pg 49) provides adequate overall hierarchy (Objective, Outcomes and Outputs) and is consistent with the GEF project design. However, definition of some of the indicators, baseline, targets are not fully in line with SMART principles, as previously commented by the MTR (Report-2015: Pg30-Pg32). However, the TE team assessed the design as satisfactory and rated 5/6.

74. The Project Framework Matrix provides comprehensive performance and impact indicators for project implementation along with their corresponding means of verification.

75. However, the TE noted following weaknesses in the indicators and expected targets:

- i. Numerical value used to specify the indicator is easily measurable, but many of them are vague, without any accurate defined baseline value to enable measuring changes and impacts at the end of the project implementation;
- ii. The indicators of the project objective are vague and the target is somehow unrealistic. How, from a baseline of 5%, the project can increase to 80% within five year-period the number of relevant agencies trained with minimum standards requirements to control IAS spread. This is too ambitious and its achievement will be done to the prejudice of the result quality;
- iii. It is also not clear how and to what extent, from unknown baseline, to increase the number of agencies and joint-initiatives between Agencies, Private Sector and NGOs formulated through the NISSG &NFP on IAS control;
- iv. The baseline indicators of outcome 3 are poorly defined and the targets are overambitious about the project budget and timeframe unable to demonstrate proven best practices, particularly in forest and wildlife sectors. The targets of increasing IAS managed area from 100 ha to 50,000 ha and managing 3,000 ha through clearing with community participation, of protected area benefiting directly from the pilot projects implemented in a short timeframe (six months), are not

realistic due to the high cost of the labor to undertake the works and the fact there are yet any proven best practice developed and to be promoted.

3.1.2 Assumptions and Risks

76. The risks and assumptions analysis provided in the project Results Framework (Prodoc, section 3) cover multi-sectoral issues, including changing environment (including climate change) and trade patterns, economics of adoption and mitigating measures.

77. During the implementation, the PMU has conducted the IAS Risk Assessment using the updated Risk Assessment Protocols to prepare new species list at provincial level by gathering extensive data set on spread, impacts and uses of IAS within Sri Lanka. Thirteen (13) research studies were started to fill the data gaps mainly required for IAS risk assessment. However, most of these risks identified at the project formulation derived from stakeholder at workshops did not occur during the implementation of the project.

78. The Risk Analysis is overall sound, but cover multi-sectoral issues in a changing environment (including climate change). Mitigating measures were identified at the commencement of the project preparatory activities through stakeholder workshops. However, climate changes issues which are the key driving force for ecosystem disruption, has not been given due attention during the project implementation, the focus being on IAS inventory and demonstration of pilot actions to eradicate them regardless their ecosystem characteristics.

79. At the project start-up, there has been an unforeseen risk between the MMDE and UNDP, due to an institutional misunderstanding over respective responsibilities regarding the financial management “whether the funds should be directly managed by the UNDP or by the MMDE/Government through the national treasury”. In addition to this misunderstanding, the poor endorsement of the project has resulted to a long delay in the project implementation, causing serious impacts of the delivery timing, thus completion of the activities. This misunderstanding could have been anticipated as potential institutional risk and assumption made for its mitigation, in case of failure of both parties to have common understanding of the project management, at the project design.

3.1.3 Lesson from other relevant projects (e.g., same focal area) incorporated into Project design

80. The project implementation paid attention to partnership building between the PMU and other stakeholders conducting similar activities in Sri Lanka and at international level. The PMU also established relationship on IAS with other partner project, such as IUCN, ISSG, Global Invasive Species Programme (GISP) and shared knowledge with stakeholders of neighboring countries.

81. Many lessons were learned from the past actions conducted in the country, as well as from the study tours organized in South Africa and Seychelles.

82. Many lessons learned from the extensive number of interventions carried out in the past by stakeholders under the leadership and coordination of the Ministry in charge of environment and biodiversity, were sufficiently assessed and integrated in the project financing document, such as the threats, spread and list of the IAS and ecosystems concerned. However, the project document included mainly broad reference of programmes and projects contributing to the baseline situation.

83. As lessons learned from previous attempts to promote IAS sustainable management, there has been an unbalanced focus on sharing academic knowledge with limited practices for IAS spread control and identification of management barriers, including establishing a list of IAS identified in the country, with few successful implementation results.

84. Furthermore, the good experience of IUCN on biodiversity conservation and IAS did not profit to the project implementation, as IUCN did not play the pivotal role expected from to boost and streamline the project implementation.

3.1.4 Planned stakeholder participation

85. The success of the project was expected to rely on the stakeholder involvement with due commitment to pursue current and fulfil responsibilities assigned to each of them, as well as supporting financially some of their activities.

86. They included national and regional and local government agencies, non-governmental organizations, private sector operators, and academic and research staff. Such broad stakeholder participation is expected for a multi focal area project involving biodiversity conservation and IAS control, including agriculture, forestry, wildlife, fishery, water quality and marine sector.

87. The detail and responsibilities assigned to the stakeholders are highlighted in section 3.2.8.

3.1.5 Replication approach

88. Replication is a key consideration that can influence the project results in the country as the demonstration sites selected were not support by ecosystem characterization including the distribution of IAS itself and by any scientific baseline work to assess the vegetation patterns according to the landscape feature changes along a toposequence.

89. Promoting and rewarding the quality and strengths of the newly established policy, institutional mechanisms and the strategic action plan. However, taking into consideration of the country ecosystems and landscape features, the project results can be easily, to some extent, replicated in similar areas or ecosystem of the country. Indeed, the project design has the potential for considerable replication in the country, with ecosystem-based knowledge and parallel development of best-practice toolkits and national mechanism for local experience to be incorporated into national standards and replicated elsewhere

90. The project implements the best practices for managing IAS in different ecosystems, well established by the Species Survival Commission of the IUCN (SSC-IUCN) and the GISP, coupled with the Sri Lankan experience. This approach is ready to be replicated elsewhere in different ecosystems at regional and global levels by stakeholders and will yield through more appropriate versions and innovative strategies for IAS control. The project has disseminated many success stories to the global community via the website and the database already operational, media, including best practice guides and toolkits, modules and materials developed and uploaded to the national IAS website. All these generated many linkages to the internationally-recognized databases such as of GISP and/or ISSG of IUCN.

3.1.6 UNDP Comparative advantage

91. The UNDP-Sri Lanka office comparative advantage as implementing agency was based on its extensive working experience and a long outstanding support strategy and mechanisms to assist the GoSL in its development process. Also, through its large portfolio of GEF-financed projects, UNDP has built up a considerable track record in implementing GEF projects, including extensive experience in advocating sustainable human development, issues associated with social, gender mainstreaming.

92. In addition, in its capacity of Coordinator of the United System, UNDP presents comparative advantage to assist the government in all aspect of the development and has also developed a lasting relationship with the GoSL, including proven capacity to implement the GEF project and deliver timely.

93. Its office has all operational, administrative, procurement and procedural capacities and assets to successfully implement the project.

3.1.7 Linkages between Project and other interventions within the sector

94. The project was designed with strong linkages with other related programmes/projects in the country and outside, particularly UNDAF, UNDP/CPAP, etc.: (i) UNDAF Outcomes: Economic Growth and Social Services are pro-poor, equitable, inclusive and sustainable in fulfilment of the MDGs and MDG plus and focus in particular on the rural areas; (ii) UNDP Strategic Plan Environment and Sustainable Development Primary outcome: Mainstreaming Environment and Energy; (iii) UNDP Strategic Plan Secondary outcome: Expanding Access to Environmental and Energy Services to the Poor; (iv) Expected CP Outcomes: Economic policies, strategies and programmes address geographical and income disparities and aid utilisation is more effective and coordinated; (v) Expected CPAP Outputs: (a)

Improved policies and strategic interventions ensure sustainable environment management and climate change adaptation; (b) Communities in selected areas adopt and benefit from improved environment and energy best practices, technologies and related investments.

95. In this regard, PMU worked in close coordination and maintained communication with UNDP Programme Officer and Environment and Energy Unit, as well as other GEF projects in the country, the regional GEF focal point (Bangkok) and the national GEF Focal point for Small grant, including other non-GEF initiatives on IAS control in Sri Lanka. This helped ensuring co-financing agreements and complementing the many on-going initiatives for management and control of invasive species through biodiversity conservation programmes.

96. The project also engaged with the GISP and the ISSG of IUCN's Species Survival Commission, especially for technical support in the project implementation, through collaborative agreements.

97. At national and regional level, the PMU worked closely with other GEF initiatives on IAS and other UNDP Programmes and Projects being implemented in other countries (South Africa, Thailand, Seychelles). The PMU and BDS worked also closely with other non-GEF initiatives on IAS control in Sri Lanka through collaboration and/or co-financing agreements to complement on-going initiatives for management and control of invasive species. It closely collaborated with the DOA and Export/Import Departments to enhance existing bio-safety protocols, including government programmes for food security and conservation of crop genetic diversity in controlling invasive threats to local agro biodiversity through collaborative agreements.

3.1.8 Management arrangements

98. The project has been implemented under NIM arrangements (Prodoc, 2010), by UNDP-Sri Lanka (GEF implementing Agency) and, signed by UNDP-Sri Lanka (GEF implementing Agency) and the Ministry of Mahaweli Development and Environment (implementing agency for Sri Lanka) through the Biodiversity Secretariat (executing agency for MMDE5).

99. As agreed in the Prodoc, UNDP-Sri Lanka has been designated to play the role of implementing Agency for the GEF and the Ministry of Mahaweli Development and Environment of Sri Lanka is the governmental Implementation Agency (NIM), through the Biodiversity Secretariat.

100. The project was managed by a PMU with a slight team, housed in BDS office that ensured the overall supervision and coordination of the stakeholder's participation at national and local levels. Only the position of the PMU Manger is provided in the Prodoc, and other additional staff to be added as required (Prodoc para 134).

101. To ensure the government taking control of the project implementation, the Ministry of Mahaweli Development and Environment (MMDE) established three advisory committees to assist the Biodiversity Secretariat and the PMU:

⁵: The Ministry of Environment and Natural Resource (MoENR), now the Ministry of Mahaweli Development and Environment (MoMDE)

- **The Project Board (Project Steering Committee: PSC):** chaired by the Secretary to the Ministry (referred to as the “Executive”) who has overall responsibility for achieving the outcomes and outputs and signs off on the Annual Work Plan and Combined Delivery Report at the end of each year. Its members include the Project Manager (Secretary to the Board) and representatives from over 20 concerned institutions. The PSC is expected to meet quarterly and to be responsible for coordination between government agencies, alignment with national and local policies, conservation plans and development initiatives, and oversight of the work;
- **NISSG consultation:** National Invasive Species Specialist Group, a technical body to provide advice, assess and validate the technical content of the project delivery.
- **Provincial Committees (ProDoc, 2010):** responsible for decision making and implementation of project activities at the regional level, and to be brought together during annual general assemblies of all stakeholders. These committees have been replaced by Cell managers at regional, district levels.
- **Technical advisors:** The Project implementation was also supported by national and international consultants and through collaborative agreements with IUCN’s IAS Specialist Group and Global Invasive Species Programme, and national NGOs.

102. The project has been implemented in accordance with the arrangements (NIM) set forth in the financing document, by UNDP-Sri Lanka (GEF implementing Agency) and the Ministry of Mahaweli Development and Environment (MMDE) (implementing agency for Sri Lanka) through the Biodiversity Secretariat (executing agency for MMDE).

103. As per the arrangements of the project financing document, the MMDE established a Project Management Unit (PMU) within the Biodiversity Secretariat, staffed with multidisciplinary and experienced specialists to assist the Technical coordinator and the National Project Coordinator (Director of BDS) to implement the project work programme.

104. The project was managed by a PMU housed in BDS office that ensured the overall supervision and coordination of the stakeholder participation at national and local levels. IAS being a cross-cutting issue, the PMU was required close collaboration and assistance from key stakeholders (national level line agencies and research institutes, provincial governments and directorates, national and local NGOs and community representatives). To ensure the government taking control of the project implementation, the MMDE established three advisory committees (PSC/Board, NCC and National Invasive Species Specialist Group-NISSG) to assist the Biodiversity Secretariat and the PMU. Furthermore, BDS and the PMU developed full-fledged institutional mechanisms and comprehensive communication strategy for public awareness and information sharing. All these three bodies seek to ensure coherence and timely implementation, quality results and sustainability.

105. Unfortunately, despite the project document was signed on February 28th, 2011 with immediate implementation date, due to administrative constraints (clearance and staff recruitment) from the government agencies, the Inception Workshop⁶ was held on 20 December 2012, that’s 23 months after the Prodoc was signed. Furthermore, the first project PMU was established only in 2014 and the first staff (Technical Advisor) was recruited by UNDP on April 2014 to assist the Project Director in the project management activities. Only on 28 August 2014 the MMDE has officially appointed the National Project Director and 3 counterpart staff, followed by the recruitment of two experts in October and November 2014. The project Technical Coordinator was recruited by UNDP in December 2014.

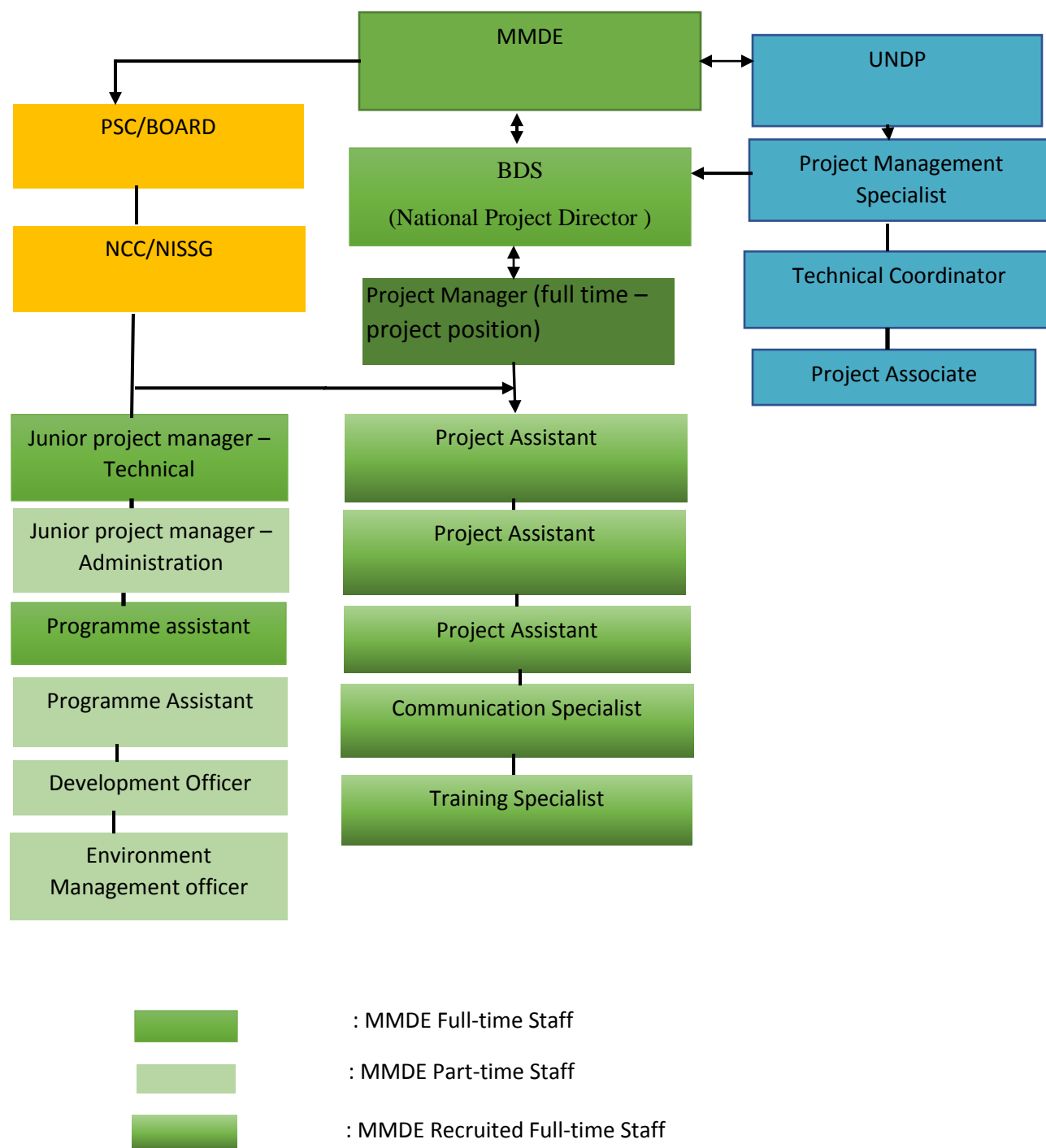
106. As consequence of the above, the project implementation suffered from a long delay of almost 3 years (2011-2014) with a slow start-up and limited progress. To fast track the programme implementation

⁶: Unfortunately, no report of the inception workshop was not made available to the consultants

and achieve the expected results at the project completion, as recommended in May 2015 by the MTR, UNDP and the GoSL agreed to empower the PMU with additional staff (full and part-time) and also to halt temporarily the project activities over a period of six weeks (May-June 2015) to undertake a consolidation phase aiming to conduct a reflection on how best to lift the many administrative and institutional barriers and realign the project scope and refocus the project implementation strategy. During this phase, at the consolidation workshop reviewed the project implementation strategy and the project design in recommending four (04) outcomes instead of the three (03) outlined in the project document. The TE team acknowledged that all these changes contributed to significantly speed up the project implementation and achievement of results. However, these changes were operated too late, four years after the project start-up, because they could have been addressed during the project inception workshop (usually expected) to allow comprehensive and smooth implementation of the project.

107. The PMU was designed with a light number of full-time staff (Prodoc, Section 4.1, Pg.58), including a National Director (BDS), a Project manager, assisted by few technicians and consultants. However, based on recommendation by the MTR, to fast track the project implementation, UNDP and MMDE agreed to increase the number of staff in the PMU to 16 staff in assigning additional part-time government technical officers and recruiting a fixed-term Project Management specialist and project Associate (annex 7.8) to assist the National Project Director and the PMU in the project implementation. However, there have been many resignations, thus the number of individuals having occupied the project positions was 26 people.

Figure 1: Project Management Structure of the IAS Project



108. Because of the project slow start and following recommendation of the MTR, to allow full completion of the project, UNDP and the MMDE agreed to empower the PMU with additional staff to a total of 26 people (Annex 7.6). This increase helped the PMU speeding up the project implementation with an important achievement within a period of two years (May 2015 – March 2017).

3.1.9 Project timeframe and milestones

109. The project was formulated in 2009 and its financing was approved in 2010 for a period of 5-year implementation, from March 2011 to March 2016.

110. However, because of the long delay (3 years) in start-up the implementation of the work programme, UNDP and GoSL agreed to extend the closing date to be on 31 March 2017, as recommended by the MTR in May 2017.

3.1.10 Project financing

111. As per the Prodoc (2010), the project was implemented over a period of five years under UNDP's Harmonized Approach to Cash Transfer (HACT) procedures.

112. The project is funded by GEF for a total budget of 1, 825,000 USD with co-financing (in kind and cash) of 3,415,000 USD from the Government of Sri Lanka (GoSL), UNDP and other national institutions: (i) Plant Protection Division, Department of Agriculture US\$ 100,000; (ii) Mahaweli Authority 1,800,000; (iii) Department of Botanic Gardens 120,000; (iv) Sri Lanka Green Movement 65,000; (v) MoENR/MoMDE 1,330,000

113. As per the Prodoc, the total amount required to execute the work programme during 5 year-period (February 2011-March 2016), was estimated to \$6,380,000 and supported as follows.

3.2 Project implementation

The overall project implementation is assessed satisfactory and rated 5/6

3.2.1 Adaptive management (changes to the Project design and Project outputs during implementation)

114. The Prodoc was signed on 28 February 2011 with immediate implementation starting date. However, due to many administrative and institutional issues⁷, the project implementation accumulated a long delay of 23 months before the inception workshop which was held on 20 December 2012. Unfortunately, because of lack⁸ of an Inception report, the TE team couldn't ascertain (nor MTR did) who attended the workshop organized by the Ministry (MMDE) and whether the findings of the inception workshop included a first Annual work plan and budget. However, we guest that relevant government key institution representatives and regional stakeholders, including UNDP-CO might have attended the Inception workshop. However, the TE is confident that at least the MMDE (MENR), BDS and participants agreed the priority actions to undertake while waiting the establishment of the PMU and recruitment of Staff, as well as an interim budget.

115. The preparation of the project implementation programme was conducted on annual work plan and budget basis, prepared by the PMU using the project result framework SMART criteria and M&E plan with consistent focus on expected outputs and UNDP-GEF monitoring-evaluation (M&E) and reporting requirements (UNDP, 2010) and respect of reporting process done on quarterly and annual reports, including PIR, monitoring and evaluation reports, meetings, financial reports, etc. (ref. section 3.2.5). The preparation of the Annual work plan is coordinated by the Additional Secretary of MMDE, Project Director and the Technical Manager with participation of relevant staff from the line ministry

⁷: There were delays in obtaining approvals from various Government agencies such as National planning Department and External Resources Department for project clearance and then from the Management Services Department for project staff recruitment.

⁸: The TE team did not find any report of the inception workshop

departments, the Biodiversity Secretariat, the project Board, including UNDP-CO through its staff overseeing the project implementation who also provided guiding of the process. All the activities planned were budgeted and their targets were specified, with their means of verification. Most of the activities are scheduled to be carried out by external parties through short-term individual or corporate contracts. Once the annual work plan is prepared, validated by the PSC/Project Board, it is adopted by the MMDE and UNDP programme unit for immediate implementation.

116. The first comprehensive annual work and budget planning process started in 2014 with the recruitment of the Technical Project Manager. It included detailed schedule of project review meetings and consultations with project implementation partners and stakeholder representatives. It outlined the Day-to-day monitoring of implementation progress schedule to monitoring and evaluating the project Annual Work Plan and budget based of the indicators of the outputs and targets. However, it appears that the project planning has been too prescriptive in some ways, without details of technical approach and stakeholder intervention added-value, the relationships and linkages between the interventions and with other ongoing similar projects, as well as technical assistance required from national or international institutions. Furthermore, the annual work plans didn't include adaptive management information of the project.

117. As highlighted on above table1, the project was designed around three main outcomes and 18 outputs, it was recommended at the MTR in April-May 2013 to review the project design.

118. It is intended through the achievement of these three outcomes to (i) improve regulatory environment measures, (ii) ensure effective border control to prevent entry and effective management of IAS. This would require awareness among the enforcement agencies regarding the threat posed by IAS species, as well as knowledge of IAS species and their management (outcome 3). Awareness needs to be further combined with capacity building and promotion of best practices. Outcomes 1 and 2 will overcome inconsistencies, overlapping and gaps in existing framework through the formulation of new IAS control policies and regulations. However, following the MTR recommendation (April-May 2015), to bridge the gap in the project implementation delay and also to realign the project objectives with the outcomes and activities, the MMDE, UNDP and the stakeholders agreed to undertake a consolidation phase for a period of 6-8 weeks (May-June 2015) for a reflection around the project design and propose a new implementation strategy to refocus the project implementation towards a more comprehensive path that achieves the project results. Despite the long delay in the project implementation start-up, all the activities were halted. The working group findings resulted to four (04) instead of three (03) as per the Prodoc (table 2).

119. The working group further recommended, among others, following activities to boost the project implementation over the period from July 2015 to March 2017:

- International technical inputs commissioned for the risk assessment and ecosystem management;
- Capacity building done for PMU/ BDS and other stakeholders on Strategic communications and Ecosystem Approach;
- Consultation with key stakeholders to identify gaps, opportunities and prospects;
- NISSG consultation;
- Pre consolidation workshop to gather inputs from stakeholders on the revised plan and joint actions that can be undertaken;
- Revision of project strategic result framework and work plan based on solicited inputs and new timeline;
- Reorganization of the project outcomes in four instead of three, as per the signed Prodoc.

120. To fast track the project implementation, the group also recommended an increase of staff at the PMU level, from 5 in the Prodoc to 26 after the review. Due to the nature of the project, demonstration of feasibility, most of the activities were scheduled to be carried out by the external parties through short-term individual or corporate recruitment. Once the annual work plan was prepared, and validated by the

PSC/Project Board it was adopted by the MMDE and UNDP programme unit for immediate implementation.

121. All these changes were approved by the Project Steering Committee (Project Board) in June 2015 and recommended PMU their immediate implementation. However, although this design tended to provide some visibility and better understanding from the stakeholder side, the changes did not contribute to improve the original design of the Prodoc (table 2), neither facilitate the implementation of the activities during the second period (2015 to 2017) of the project duration. Furthermore, these four outcomes were not reflected on the PIR which continued considering the design of the signed Prodoc.

122. The TE team thinks it would have been more appropriate to review only the outputs or the project design during the Inception workshop, thus consequently, conducted the Terminal Evaluation in accordance with the original design outcomes and outputs as per the Prodoc.

Table 2: Project outcomes as per the Prodoc (2011) and Consolidation phase team recommendations (2015)

PRODOC (2011) & PIR 2016	RECOMMENDED BY CONSOLIDATION TEAM (Report, 2015)
Outcome 1: A comprehensive national regulatory framework for the control of IAS in Sri Lanka is in place	Outcome 1: Improved regulatory framework for IAS management
<u>Output 1.1:</u> A comprehensive National IAS Policy adopted	<u>Output 1.1:</u> Validated national policy, strategy and action plan for cabinet approval
<u>Output 1.2:</u> National IAS Strategy and Action Plan is finalized and adopted	<u>Output 1.2:</u> Regulations of other institutions amended to include IAS
<u>Output 1.3:</u> National IAS Control Act is formulated, and enacted.	<u>Output 1.3:</u> IAS Act is developed for Cabinet approval
	<u>Output 1.4:</u> Knowledge, capacity and tools provided for effective enforcement
Outcome 2: A well-coordinated institutional mechanism is in place for integrated planning and decision making at national and local levels with greater access to information on the status, threat and means of controlling IAS	Outcome 2: National coordination mechanism established
<u>Output 2.1:</u> National Invasive Species Specialist Group (NISSG) established and mandated for advising Government of Sri Lanka on IAS control	<u>Output 2.1:</u> IAS management cell within BDS established
<u>Output 2.2:</u> A National Focal Point (NFP) and an institutional coordinating mechanism for IAS control are established	<u>Output 2.2:</u> Representative national coordination committee (NCC) established.
<u>Output 2.3:</u> IAS pre-entry and post-entry Risk Assessment Protocols developed and used by the stakeholders	<u>Output 2.3:</u> IAS management is included in the mandate of key stakeholders
<u>Output 2.4:</u> Computer based national lists, potential lists and black lists of invasive alien flora and fauna in place and updated every 3 years	<u>Output 2.4:</u> Joint budgeted action plan for IAS management adopted
<u>Output 2.5:</u> Web-based, interactive and user-friendly National IAS Database is developed and regularly updated	<u>Output 2.5:</u> M & E system developed to monitor IAS Action Plan
<u>Output 2.6:</u> Catalogues of IAS of Sri Lanka prepared	
<u>Output 2.7:</u> A website on IAS is developed and continuously updated	
Outcome 3: Decision makers at national and local levels are aware of cost-effective IAS controls being implemented at national and local levels, best practices are shared and stakeholders' capacities strengthened	Outcome 3: Comprehensive knowledge base for IAS control and management established
<u>Output 3.1:</u> National IAS Communication Strategy introduced and dialogue on IAS control enhanced	<u>Output 3.1:</u> IAS national species list is updated

<u>Output 3.2:</u> Technical, enforcement and customs agencies are better able to detect IAS and apply IAS control techniques. Capacity building is a key requirement at the technical, enforcement and custom agencies in Sri Lanka with respect IAS detection and control	<u>Output 3.2:</u> Database for IAS management developed
<u>Output 3.3:</u> Politicians, senior management, secondary school children, the public and media are more aware of the status, threats and control of IAS in Sri Lanka	<u>Output 3.3:</u> Set up a mechanism to maintain and update the data base
<u>Output 3.4:</u> Financial incentives and disincentives to support IAS control are developed and endorsed by the government for their use	<u>Output 3.4:</u> Develop research agenda and plan for IAS management
<u>Output 3.5:</u> Site specific, cost-effective, best practice toolkits developed for 4 cases each of priority invasive alien fauna and flora are piloted at selected sites through public-private-NGO partnerships	
	<u>Outcome 4:</u> Key stakeholders are mobilized to act on IAS
	<u>Output 4.1:</u> IAS communication plan developed and implemented
	<u>Output 4.2:</u> IAS training plan developed and implemented

N.B: Both structures encompassed 15 outputs, with slightly different outlines.

3.2.2 Partnership arrangements (with relevant stakeholders involved in the country/region)

123. The project being implemented and run under a national implementation modality (NIM), the partnership arrangement between the UNDP the GoSL designated the MMDE as the Government implementing agency, with the BDS as executing agency under supervision of the Ministry of Mahaweli Development and Environment. UNDP-Sri Lanka has been designated as the implementing agency for the GEF.

124. Most of the activities were conducted by individual, private and ONG providers under service, through UNDP competitive bidding procurement procedures.

3.2.3 Feedback from M&E activities used for adaptive management

125. The project steering committee (Project Board) was the main decision-making bodies set by the GoL in consultation with UNDP-Sri Lanka Office. As per its mechanisms the members meet on annual basis, and had-hoc to make decision for adaptive management. Based upon review of the meeting minutes, participation was generally good, with consistent focus on issues pertaining the good management and resulted-oriented management of the project.

126. Project implementation reviews (PIRs) were completed on an annual basis in June of each year. It reflects progress made by the end of June of the respective year long period. The PIRs are assessed to be sufficient with respect to detail, and input provided by the PMU, the project Coordinator and the UNDP-GEF regional technical advisor.

3.2.4 Project finance

127. The GEF financial contribution supported to achieve the project outcomes was estimated to US\$ 1.825 million out of a total budget of US\$ 5.24 million required to complete the project implementation. This GEF investment focused on three main project components namely, (a) Building an enabling policy environment, (b) Fostering integrated management planning and action, and (c) Enhancing stakeholder capacity, knowhow and communications.

128. The project co-financing is provided by key stakeholder agencies for a total budget of 3,415,000 USD, as follows:

- (i) UNDP: 83,860 USD.
- (ii) MMDE (MENR): 1,330,000 USD;
- (iii) Plant Protection Division: 100,000 USD;
- (iv) Department of Agriculture: 100,000 USD;
- (v) Mahaweli Authority: 1,800,000 USD;
- (vi) Department of Botanic Gardens: 120,000 USD;
- (vii) Sri Lanka Green Movement: 65,000 USD;

129. The co-Financing by the Government Project Implementing Partner (Ministry of Mahaweli Development and Environment) is composed of (i) of staff salaries (7 experts in-kind, Annex 7.6) and (ii) cost (in cash) of office space (at BDS), electricity, Water and other utilities, miscellaneous support (logistic, meeting facilities, etc.). The total cost estimate is not available, but the TE team thinks the co-financing of the MMDE exceeded the amount committed.

130. The annual expenditures made under GEF grant are as follows: (i) **2012:** 54,040 USD; (ii) **2013:** 15,140 USD; (iii) **2014:** 303,741 USD; (iv) 2015: 439,972 USD; (v) 2016: 799,645 USD; (vi) **2017:** 215,464 USD (estimated budget as on 31 December 2016, Annex 7.7)

As at the end of 2016, the total project expenditures of the GEF funds amounted 1,606,536USD (including unliquidated commitments: 126,130 USD⁹) out of a budget of 1,825,000 USD. The balance is estimated to 215,464 USD as on December 2016. As on 22 March 2017, the expenditures of 2017, amount 104,934 USD, therefore, the total available budget is 110,530 USD (215,464-104,934 USD). At date, the unliquidated commitment of 2017 amount a total of 104,853 USD (36,333+68,520 USD). Therefore, the balance of the project is estimated at the end of the project to +5,677 USD (110,530 - 104,853 USD).

131. The total expenditures per outcomes are as follows:

- Outcome 1: Improved Regulatory Framework for IAS Management; USD 277,500 (15.21%);
- Outcome 2: National Coordination Mechanism for IAS Management: USD 370,000 (20.27%);
- Outcome 3: Key Stakeholders are mobilized to address IAS: USD 995,000 (54.52%);
- Outcome 4: Project Management Costs (PMC): USD 182,500 (10%).

Financial audit¹⁰

132. The project finances were audited by the Auditor General of the Government of Sri Lanka for the period for the first accounting period from 28 February 2011 to 31 December 2015, under the Auditor General direction in pursuance of provisions in Article 154(1) of the Constitution of the Democratic Socialist Republic of Sri Lanka read in conjunction with Section 4:2 of the Programme Design Document for the Management of United Nations Development Programme (UNDP) funded project.

133. As per the Project Document, the estimated total cost of the entire Project period was US\$ 5,240,000 equivalent to Rs. 575,509,200 and the UNDP had agreed to provide US\$ 1,825,000 equivalent to Rs. 200,439,750. The Project commenced its activities on 28 February 2011 and scheduled to be completed by 31 March 2016. The period of the Project had been extended up to 31 March 2017.

134. As major observations and conclusion of the audit, the TE noted the following highlights:

- The audit was conducted by the Government Directorate General Auditor office instead of independent auditor recruited by UNDP;
- The transactions of the Project had not been subjected to the Internal Audit Unit of the Line Ministry as required by the Financial Regulation) 134(3) and Management Audit Circular No. 05 of 26 July 2010.
- The initial allocation of US\$ 1,825,000 had been made for the entire period the project of that, US\$ 857,764 representing 47 per cent of the total allocation had only been utilized since February 2011 to 31 December 2015 elapse of 97 per cent of original Project period. The Work Plan of Project had been revised up to 31 March 2017 due to slow progress of utilization of funds during the past 4 years and 04 month period;
- According to the records of the Project, adequate action had not been taken even up to 31st December 2015 to complete the Act which was the main objective to be achieved by the Project. Further, the approval of the Cabinet of Ministers had not been received even as at 31st December 2015 on the policies, strategies and action plans prepared for effective control and management of Invasive Alien Species in Sri Lanka. In addition, the activities on feasibility studies and promotion of appropriate utilization practices of Invasive Alien Species **etc**, had not been commenced even as at 31 December 2015;
- Project has prepared and submitted an Audit Action Plan to address the observations and implement the recommendations given in the Final Audit Management Report of 2015.

9: From the unliquidated commitments of 2016, only 68,000 USD was paid, the balance was not settled, the activities being cancelled; thus a saving of 58,130 USD

10: D.V. Chandralatha Assistant Auditor General

3.2.5 Monitoring and evaluation: design at entry and implementation

Monitoring and evaluation design

As agreed in the Prodoc (2010) was monitored against the annual workplan and quality criteria tables, which build on the CPAP M & E Framework. Progress against each of the indicators was reviewed at least annually, and updated accordingly. The Consultants assessed the M&E plan and process as highly satisfactory (6/6).

135. The project monitoring and evaluation were conducted in accordance with established UNDP and GEF procedures and were provided by the project team and the UNDP Country Office (UNDP-CO) with support from the UNDP/GEF Regional Coordination Unit (RCU) in Thailand. Field Visit Reports/BTORs were prepared and submitted to the MU and UNDP-Sri Lanka.

136. The M&E plan included (i) project implementation reviews, (ii) quarterly and annual review reports, (iii) a Mid-Term Review and Terminal Evaluation, (iv) M&E indicative cost estimates related to activities. The monitoring tools used enabled the project team providing the necessary information to oversee the implementation and progress of activities initiated by the national institutions and recommending a cost-effective approach.

137. Periodic Thematic Reports were targeted to be produced by the project team with assistance from consultants (national and international) and the various stakeholders implementing specific activities and who produced technical detailed documents covering specific areas of analysis or scientific specializations within the overall project. Some of the reports addressed lessons learnt from the implementation of the project exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered. In this regard, many technical documents were issued to serve as guidelines or key methodological tools for IAS studies, assessment and monitoring or disseminating lessons learned. The entailed quality assessment of the various reports was provided by the staff and stakeholders, including risk management (Critical Risk Management Measures undertaken to guide the project implementation), Environmental and Social Grievances, communication and networking impacts, progress toward Gender Equality and consideration in IAS issues, limitations of the monitoring method and facilities provided by the PCU and UNDP.

Progress at the Mid-Term Review mission

138. The PMU prepared both MTR (April-May 2013) and TE (Mar-May 2017, under the responsibility of the Project Technical Manager and the Project National Director.

139. At MTR (April-May 2015), several gaps and weaknesses were noted limited progress towards the project outputs and target achievements, in project result M&E and ownership, as well as the implementation strategy. As major shortcomings, the followings were identified:

- i.** Although the project document was signed in February 2011 and the inception workshop held on 20th December 2012 (nearly two years after the planned start-up date), the PMU was established only at the beginning of 2014 and the staff recruited between August and December 2014. As such, there has been 3-year delay with so far only one year of sustained operations in 2014;
- ii.** Staffing of PMU had not been adequate, the PMU heavily relying on consultants (individual and corporations). Most of the staff assigned by the MMDE were on part-time basis, putting the PMU under strength in both project management expertise and a technical (IAS related) expertise”;
- iii.** Limited collaborative agreements with international organizations or on-going country projects (i.e. IUCN IAS SSC and the GISP and GEF IAS projects in Mauritius and Seychelles), which are very active in the IAS control, as well as support from international consultants with proven

experience in IAS. The Project recruited an international technical support from IUCN/CEC, including another International consultant for a comprehensive training course. The PMU with support from UNDP and MMDE undertook two overseas study tours to South Africa and to Thailand for the project staff and IAS cell managers/ Ministry staff.

- iv. The IAS management and control related policy and a strategic reference documents, as well as Act are still their preliminary stage and pending for consolidation and approval.

140. Most of a series of actions and measures actions recommended by the MTR to speed up the project implementation were achieved by the PMU:

- i. Undertaking a consolidation phase (six-week period, May-June 2017) in suspending for while all activities and awarding pilot/research grants;
- ii. Requesting extension of the project closure until 31 March 2017;
- iii. Recruiting full-time staff (management and technical);
- iv. Reviewing outputs and redefine targets, including project Strategic Results Framework, indicators, etc.;
- v. Meeting with stakeholders to discuss project expectations;
- vi. Assessing training needs and prepare and institutionalize a training plan;
- vii. Reviewing national communication strategy and preparing a project communication plan
- viii. Increasing international technical exchange;
- ix. Pro-active commissioning of results oriented research and pilot projects.

Progress made towards the results at the TE mission

141. As agreed by UNDP and the GoSL, the project activities were halted during a six-week consolidation phase (May-June 2015) following the MTR. During this phase, a team of experts composed of UNDP, GoSL representatives, the PMU staff and the key institutions and experts, created to this end, conducted a comprehensive reflection and several consultations with all key stakeholders through interviews and workshop. The team undertook substantive changes to realign and strengthen the project focus with actionable targets, using a theory of change process, in order to streamline the project implementation process through (i) review of the project objectives, outcomes and outputs, (ii) addressing institutional issues and barriers, (iii) revising the project strategy. The PMU was also empowered with additional staff, an international consultant hired to provide inputs and raise awareness on ecosystem approach, including risk assessment framework design and advice on the draft national policy.

142. The PMU implemented the work programme designed by the consolidation phase team, despite the Prodoc work programme. All these actions helped to fast track the project implementation with tremendous achievements and quality results towards the completion of the project within two-year time frame. They also highlighted that the main barriers identified at the project formulation are still prevailing and need to be seriously addressed to ensure sustainable IAS management and control. However, there have been some deficiencies and gaps in the activity completion, since the focus given by the Consolidation team which is not in line with the Prodoc.

143. The PMU conducted regular monthly monitoring and evaluation of the project implementation progress, recorded in the filed mission reports, minutes and meetings and mandatory reports at different levels. The missions are conducted internally with participation of the project staff. The PMU also held regular meetings chaired by the Additional Secretary of the ministry, with the participation of Project Director and PMU staff and UNDP programme staff.

144. At Stakeholder level, the M&E consisted in data collection from the field, review of the overall progress of the project and internal Management Meetings. The project Board/PSC met on monthly basis and had-hoc, to approve the AWPB, review documents and assess the overall progress.

145. Annual and periodic monitoring-evaluation missions of implementation progress were undertaken by the UNDP-CO through frequent meetings with the Implementing Partners, particularly with the BDS and MMDE, based on an agreed upon schedule detailed in the project's Annual Work Plan, to assess first hand project progress. This allowed parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

Quality of Monitoring & Evaluation

146. Despite the slow progress and poor deliveries since its launch in 2012 up to 2014, the project made, after the Mid-Term review, important satisfactory progress towards completion of the work programme. There have been satisfactory reports (PIRs) in 2014, 2015 and 2016 satisfactory and in accordance with GEF PIR modality in answering all questions. The team also prepared on yearly basis the PIR in respect to annual monitoring process mandated by the GEF. As minimum requirement, the Annual Review Report consisted of the ATLAS standard format for the Project Progress Report (PPR) covering the whole year with updated information for each component of the PPR as well as a summary of results achieved against pre-defined annual targets at the project level.

147. The PMU regularly reported on annual PIR highlighting feedback from key stakeholders and provided detailed summaries of project performance; as well as quarterly and progress reports which reported issues related to M&E and other project performance aspects.

148. The PMU undertook effective activity for monitoring and reporting, quarterly and annually, as well as annual project implementation reviews (PIRs). The PIRs included detailed narrative discussion, but unclear reporting on the results level.

149. The GEF tracking tool for biodiversity (BD) projects was completed at project entry, at midterm, and at the time of this TE. The tracking tool indicated a substantial progress scoring – at the project start-up and 19/28 at the project completion.

150. There were several adjustments made in response to the midterm review recommendations, including: (i) Review of the project design by the project Board; (ii) Staff increase in disrespect of the Prodoc agreement with indicated a light PMU, instead of 5 the project had 26 staff.

3.2.6 UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues

UNDP Country Office Programme Office

151. The TE team assessed UNDP-CO contribution to the project implementation highly satisfactory (6/6). Indeed, in its capacity of implementing Agency for the GEF, UNDP-Sri Lanka undertook the overall supervision and monitoring of the project activities, including the procurement and management of the financial resources (verification of expenditures, disbursements, etc.), recruitment of the project staff.

152. It also ensured transparency and that the financial resources are used efficiently and timely with respect of the procedures set forth.

153. UNDP approved all the annual work plan and budget and ascertained that funds are available and the disbursement planning is in line with the project work plan.

154. As per recommendations of the MTR, UNDP contributed to the realignment of the project implementation and work plan review. To fast track the project implementation, UNDP-Office contributed to empower the PMU with additional staff by recruiting a Technical Coordinator, a Project Management Specialist and two Technical Advisers.

155. It also assisted strengthening the provincial IAS cell managers to procure necessary equipment, as well as developing IAS Provincial profile and facilitating conducting feasibility studies to demonstrate IAS best control practices.

156. Furthermore, it also supported two overseas study tours for the PMU staff and IAS cell managers and selected key Ministry staff to visit and learn from neighboring countries (South Africa and Thailand) to learn from experiences developed on IAS Control mechanisms.

157. The TE team assessed UNDP intervention

Project Implementing Partner Ministry (MMDE) and BDS

158. The project is being executed, under NIM agreement, by the Ministry of Mahaweli Development and Environment of Sri Lanka, through the Biodiversity Secretariat, as execution department for the Ministry, in close cooperation with national level line agencies and research institutes, provincial governments and directorates, national and local NGOs, and community representatives. For many reasons, the TE team assessed satisfactory (5/6) the MMDE overall role, because of the long delay in starting the work programme, changes made in the management and monitoring and evaluation strategies not in line with the GEF/UNDP project implementation rules and procedures.

159. The MMDE ensured the overall supervision of the project implementation under coordination of the Biodiversity Secretariat, designated as the National Focal Point for IAS Control and Management, in coordination with the Project Management Unit. It also established and facilitated the work of the supervision and advisory bodies (PSC (Board), NCC, NISSG, including IAS Cells managers (10 national and 9 provincial agencies) to advise BDS in the overall project work plan execution, monitoring and evaluation.

160. The Ministry appointed in 2014, 2 full-time staff and 3 part-time officers (Project Management Specialist and two Technical Advisers, etc.) to assist the Biodiversity Secretariat and the PMU in the project implementation. Furthermore, as recommended by the MTR, the MMDE in consultation with UNDP assigned additional staff to empower the PMU. These were instrumental to fast track the project implementation with satisfactory achievements, and helped finalizing the project key documents, such as the National IAS Policy, Strategies and Action plan, formulation of IAS Act, development of several Training and Awareness materials for stakeholder's capacity building, as well as conducting an IAS risk assessment of IAS, baseline assessment studies.

161. Under the leadership of the MMDE, the Cabinet of ministries adopted the IAS policy framework, including all related institutional mechanisms and Strategic plan of Action for IAS control in the country.

162. It also approved the project extension until March 2017 and ensured that most of the remaining activities of the project at the MTR in April 2015 were effectively implemented in 2016 and 2017.

Supervisory bodies

163. Three supervisory and advisory bodies were established by the Ministry (MMDE) in consultation with UNDP to support the project implementation:

- Project Board (Steering Committee): Chaired by the Secretary of the Ministry (MMDE), and composed of more than 20 representatives from National Planning Department, External Resources Department, and UNDP and Project Management Unit (PMU). The National Project Director serves as the secretary to the PSC/Board. It is the main advisory and decision-making body of the project implementation. The members met several times since the project inception workshop in 2012, 2013, 2014 and particularly after the consolidation phase in (i) September 2015, (ii) January 2016, (iii) June 2016 and February 2017, regularly to assess progress made,

approved the project Annual work plan and Budget, approved project progress reports, addressed critical management issues, provided operational and strategic advice and ensured that decisions are taken to address the issues discussed;

- A Project Management Committee: established in February 2014 by the Ministry (MMDE) and meetings are chaired by the Under Secretary of the MMDE. The members are composed of key staff from UNDP, PMU and BDS/MMDE). It meets on regular monthly basis and had-hoc;
- A National Invasive Species Specialist Group (NISSG): also formed in February 2014 and composed of 25 specialists. They held several meetings to discuss technical matters, approve technical documents and provide and then present recommendations (or decisions) to the PSC and or the PMC;
- National coordination Committee (NCC): The Ministry established inclusive National Coordination Committee (NCC) involving 17 members who meet on monthly basis, under the Additional Secretary of the MMDE;
- Provincial Committees: recommended by the ProDoc to specifically reporting regularly to the PSC/Board and to ensure that activities carried out at the regional sites were well coordinated and executed. These committees have been replaced by the Cell management units coordinated by Cell managers. At the District level, the project implementation is coordinated through the Divisional and District Agricultural Committees, and through the District Coordinating Committees too, where all sectors are brought together;

164. All these bodies fulfilled their duties on voluntary basis, through a multi-pronged approach involving (a) introducing and enabling high level policy measures, (b) designing and establishing institutional mechanisms to support the policy across a wide range of governmental and non-governmental agencies and the public, and (c) creating wide-scale awareness of IAS and their impacts and, (d) supporting development of methodologies for prevention of IAS spread and threats.

Stakeholders

165. The TE team met with and interviewed key stakeholders at both national (Biodiversity Secretariat, Additional Secretariat, Forestry Department, Wildlife Department, Agricultural Department, MEPA, Irrigation Department, etc.) and local (Provincial FOD, Pilot project units, Training institutions, Mahaweli Authority, etc.) levels. Their overall contribution was assessed satisfactory (5/6) with the rating varying from 5 to 4 between stakeholders. Some of the stakeholders performed their responsibilities and delivered compelling results, while others delivered poor performances with limited results compared to what was expected from them.

166. As reported in the project Implementation Report (PIR, June 2016) and the Steering Committee/ Board report of February 2017, all these stakeholders demonstrated committed engagement to the project implementation and to the success of the project outcomes, in a satisfactory way. However, because of resource disbursement difficulties (delayed financial allotments) and weak operational capacities in mastering UNDP procedures most of the stakeholders not get the work completed and delivered on time.

167. Some stakeholders have been also actively participated the project implementation as members of the various advisory and supervision bodies (PSC/Board, NCC, NISSG, etc.) established by the ministry (MMDE) to assist BDS and the PMU in the implementation. All of them were actively involved in the mandatory and had-hoc meetings organized at national and local levels to review and approve activities achieved and progress made. They also were actively involved in the preparation and approval of many reference documents, such as (i) IAS Policy framework, (ii) legislation Act, (iii) institutional mechanisms, (iii) IAS risk assessment, (iv) Training programme and Communication Plans, (v) selection of pilot best practices (research and demonstration) projects.

168. Some of them have been involved in the field activities to demonstrate the best practices for IAS spread management and control, such as (i) Irrigation Department for the removal of *Salvinia molesta* (water Hyacinth), *Eichornia crassipes*; (ii) Forestry Department in conducting several pilot sites to removal forest invasive species (*Prosopis juliflora*, *Alstonia*, etc.).

169. The cells established at provincial and district levels have significantly further strengthened the project strategy. These cells acted as the liaison and coordination units between IAS cell and BDS in the provinces.

170. The National Invasive Species Expert Group consisting of 25 leading scientists and academics played the key technical and operational roles in assessing and providing technical clearance of the annual work plan, as well as providing advice to the stakeholders in the implementing of their respective IAS management and control projects.

171. Civil Society: community groups, farmers and villagers living in surrounding villages of areas where pilot activities are being implemented (forestry, wild life, irrigation farm, etc.) took part in the work as labor force paid under the project resources of the stakeholder financial provision.

3.3 Project Results

3.3.1 Overall results (attainment of objectives)

The below are the results achieved by the project as per outcome targets and planned activities.

Outcome 1: A comprehensive national regulatory framework for the control of IAS in Sri Lanka is in place

- This outcome was fully achieved in a satisfactory way with sound key deliveries of the project: (i) Invasive Alien Species Policy, (ii) Strategy and Action Plan was finalized through a consultative process including public validation and translation all approved by the Cabinet of Ministries for immediate implementation and, (iii) IAS Act proposed for approval and adoption.
- **A National IAS policy, Strategy and Action Plan** for Sri Lanka was developed, approved by the Cabinet of Ministries and supported by Strategy, and Action Plan frameworks. The policy was launched by His Excellency the President of Sri Lanka on June 5th, 2016 at the Global Environmental Day celebration.
- **IAS Act** has been developed with participation of the stakeholder consultation and submitted to the Legal Draftsmen's Department for clearance. This Act integrated relevant concerns of the existing legal environment including other relevant regulations (acts and regulations in Fauna and Flora protection ordinance, Forest Ordinance, Fisheries and Aquatic Resources Act, Plant Protection Act, Water Hyacinth Ordinance, Marine Pollution Prevention Act, etc.).

Outcome 2: A well-coordinated institutional mechanism is in place for integrated planning and decision making at national and local levels with greater access to information on the status, threat and means of controlling IAS

- This outcome 2 contributed to enhance the coordination mechanism by strengthening the representative in the National Coordination Committee (NCC) with 17 stakeholders and National Invasive Species Specialist Group (NISSG) with 25 members.
- Under this outcome, the Ministry and the BDS/PMU established 10 National and 9 provincial IAS cells in key stakeholder agencies for effective IAS control. These cells are connected to and lead by the IAS main cell hosted by the Biodiversity Secretariat which has been recognized as the National Focal Point by the IAS Policy of Sri Lanka;

- The Ministry established inclusive¹¹ National Coordination Committee (NCC) and National Invasive Species Specialist Group (NISSG) established and meeting on quarterly basis
- IAS Risk Assessment process was developed in consultation with stakeholders to update the IAS risk assessment protocol and developing species lists developed in 2012 (32 invasive flora species and 8 invasive fauna species, 5 fish invasive species and 3 mammal species). In addition, IAS provincial profiles were developed in 2016, including identification, description and mapping (GIS) of IAS in the 9 provinces. Information about their spread, impacts, uses of invasive species, stakeholder's engagements for control of IAS are also collected. About 13 research studies were granted by the project in May 2016 to 6 universities and 2 research institution.
- Updated IAS manuals, brochures, posters were developed following the IAS risk assessment and printed in all 3 languages. These knowledge materials were used for training and awareness programmes;
- Training Pack including IAS Policy framework, Presentations, Brochures, Posters, Descriptive Guides, Fact Sheets, Videos for resource persons/trainers on IAS training programmes;
- An IAS website was developed, data is uploaded regularly by the Cell managers; including a face book page created to advertise insight events and programmes to be shared with public on regular basis;
- Coordination mechanisms were designed for district and divisional level bodies collaboration, management measures, data sharing and reporting, including IAS National Communication Strategy based on media (radio, TV, newspapers and journals, awareness kits, mass media, etc.) on IAS. The project issued a paper to launching IAS Policy and Priority Invasive Species published in National Newspapers in 3 languages in 2016 Biodiversity day celebration. The communication strategy is also supported by Website and Web-based document repository including key messages for each of the targeted audiences and activities to reach their needs and concerns.

Outcome 3: Decision makers at national and local levels are aware of cost-effective IAS controls being implemented at national and local levels, best practices are shared and stakeholders' capacities strengthened

- This outcome 3 focused on delivering systemic capacity building by targeting national and provincial stakeholders, farmers, school and research institutions, and public. Under this outcome, the PMU conducted several activities and achieved satisfactory results.
- An important training programme supported by technical guidelines and practical tools was delivered from 2014 to 2016 through several workshops to stakeholders (government institution officers, privates, NGOs and CBOs) to build their capacities on IAS management. The programme framework was designed in iterative manner in three steps consisting in (i) first conducting an assessment of stakeholder capacities and needs, (ii) pre-testing the relevance and amendment of the contents based on the feedbacks from the audience (trainees) through few preliminary training workshops and (iii) full implementation of the programme. It is supported by 3 thematic training manuals: (i) training manual for managers and policy makers; (ii) training manual for teachers and students, (iii) training manual for farmers and the general public.
- More than 3000 people benefited from the training and have now good knowledge of IAs threats and are better prepared for its management and eradication:
 - i. 8 (490 participants) Training of trainers (TOT) Programmes for staff of key stakeholders, including institutions agencies were trained as master trainers

¹¹: As recommended by the MTR of the Project: NCC has 17 stakeholders and NISSG 25 members

- ii. 3 comprehensive training g pre-testing (73 participants)
 - iii. 9 (447 par) provincial training courses for provincial officers;
 - iv. 9 Provincial (366 part) training courses for NGOs, CBOs and media
 - v. 29 (1364) trainings in 25 districts
 - vi. 2 overseas trainings (Bangkok in 2014 and South Africa in 66 part 2016);
 - vii. 109 officers trained at the National level on IAS management;
 - viii. 2 provincial level programmes conducted reaching 84 (51 female and 33 male) officers;
 - ix. 2 National Level comprehensive training courses facilitated by an international consultant was conducted for selected officers in the stakeholder agencies, institutionalized into the curriculum of the Sri Lanka Forest Institute, and has become a continued training subject;
 - x. 4 national level TOT programmes were conducted for officers in the Department of Wildlife, Forest, Irrigation and Agriculture;
 - xi. Strengthened capacities of more than 417 key officers of the key stakeholder agencies on IAS control.
- The project also conducted several awareness campaigns and consultations:
 - i. Awareness programmes are being conducted for the public through the media (Lankadeepa, Observer and Sunday Thinakural) in 3 languages with the launch of the IAS policy and priority species, touching more than 3700 people;
 - ii. School awareness programmes have been conducted for 750 school children (515 girls and 235 boys) and 65 teachers (57 Female + 8 Male);
 - iii. Awareness programme on IAS for Education Instructors (50) and teachers (10) in Sabaragamuwa province;
 - iv. Awareness programme for 65 school principals in Western Province organized by the 'Greening School Programme' in the Provincial Education Ministry;
 - v. Awareness programmes on importance of IAS Control were conducted to convince the National Treasury and related planning and resource allocation agencies;
 - vi. Stakeholder agencies were requested to submit proposals for IAS control for their respective sectors, to the Treasury for future years;
 - vii. Some departments such as irrigation has already informed that they are being allocated funds for IAS control in future years;
 - viii. The project also developed awareness material and tools to reach the public: (i) IAS Web Database (3 Languages); (ii) IAS Training Manual (3 Languages); (iii) Two brochures (3 languages); (iv) Descriptive Guides (3 languages); (v) Pictorial Guides (3 languages); (vi) 60 nos -3 min Radio spots and 5 Radio Discussions; (vii) 2 Research abstract books; (viii) 27 Exhibition kits for IAS cells; (ix) Two posters on fauna and flora (3 languages); (x) IAS fact sheets of IAS in 3 languages; (xi) 3 Video documentaries (3 languages); (xii) 27 short (2 min) video clips (2 languages); (xiii) 15 Media articles (3 languages); (xiv) 4 TV Programmes; (xv) Dockets, Stickers, Publication Kit (DVD); (xvi) T shirts, Caps and bags.
 - Demonstration of IAS control practices: IAS has been a focus for the project to develop and demonstrate proven experience for controlling spread and minimizing their impacts on the environment and natural habitats, throughout the country; Twenty six (26) field pilot projects submitted by the stakeholders through calls for proposals¹² were selected and financed by the PMU to demonstrate “best practices” on IAS control, over a total area of 336 Ha (137 ha in 2014 and 199 ha in 2016). These pilot projects were carried out in various location of the country and targeted to

12: In 2014, proposals called by advertising in Newspapers. After MTR, proposals called only from key stakeholder agencies for IAS Pilot Projects.

manage through manual and mechanical removals IAS spread (*Prosopis juliflora*, *Mimosa pricra*, *Alstonia Sp.*, *Lantana camara*, *Salinia molesta*, *Eichnocloa crassipes*, *Clusia rosea*, *Solanum mauritianum*, tc.). The followings were achieved:

- i. 5 baseline assessments with 5 key stakeholder agencies (Department of Forest, Wildlife, Irrigation, Agriculture and Marine Environment Protection Agency) to map IAS in selected locations in the lands of respective agencies;
- ii. Following a call for proposal, the project selected and funded (i) 31 joint actions led by the government al institutions, non-government organizations (NGOs), and private sectors:
 - 8 IAS pilot projects initiated with Forest and Wildlife Conservation Departments to Control IAS in natural forests; (iv) 13 research initiatives were initiated with university researchers to fill the data gaps necessary to complete the IAS risk assessment;
 - 14 IAS pilot projects were selected and funded by the project to conduct 8 pilot projects in 2014/15 and 9 projects in 2015/16 aiming to identify best practices;
 - 2 IAS best practice projects were conducted on 74 ha at Hurulu reserve (man and biosphere reserve which has a land area of 2700 Ha) to test the methodology adopted for controlling *Lantana camara* and *Memosa* spread, and the findings were shared among stakeholders at the training and awareness programmes conducted;
 - 9 pilot projects were initiated in 6 districts, focused mainly on the control of 7 species, covering 242 Ha. These projects are implemented by Forest and Wild Life Conservation departments and were planned to end in October 2016, but are still on-going;
- iii. Sri Lanka Land Reclamation and Development Corporation (SLLRDC) implemented a pilot project testing removal of *Annona* using machine, and demonstrated successful methodological approach. Currently, SLLRDC is replicating this method in Thalangama Tank (4 Ha);
- iv. 40 Ha was cleared to demonstrate best practice initiative in Trincomalee district, to remove *Mimosa* and minimize its spread risk along the river catchment at downstream;
- v. As requested by the District Secretariat office in Matale, Biodiversity Secretariat has facilitated the clearance of invasive aquatic plants spread in 2.5 Ha in Wahakotte minor irrigation tank, using a low cost mechanical method used and the department is planning to replicate the process in surrounding tanks within the district.
- vi. In addition, other stakeholders implemented by their own means pilot initiatives to control aquatic IAS within their respective areas: (i) Department of Irrigation, following a sudden spread of aquatic plants within one of the main irrigation tank in Polonnaruwa District. In January 2016, under advice from Biodiversity Secretariat and NISSG members and department of Agriculture, Irrigation Department mobilized farmers and civil defense force to manually remove the aquatic plants from the tank. As of now, the spread of *Salvinia* and *Eichornia* is being controlled through 2000 Acres of water surface; (ii) Mahaweli Authority has conducted a project in Bowatenna to control *Giant Mimosa* and restore the land in 6.5 Ha, including, 5 ha in in *Siyabalape area*;
- vii. A test for the utilization of IAS material removed from the sites, the project worked with a local partner to extract *Prosopis juliflora* (50 Ha) as a source of Biomass in Thabbowa Forest Reserve/Sanctuary in collaboration with Ministry of Defense and Forest Department;
- viii. The project also hired consulting firms to conduct inventory and GIS mapping to update species list through IAS provincial profiles;
- ix. Several pilot interventions targeting the utilization of wood or biomass products the invasive plants removed conducted feasibility studies through transformation direct use. The principle of utilization of an IAS presumes that the control of invasive species is the final step in the sequence of management options. The purpose of control is to reduce the density and abundance of

invasive organisms to an acceptable threshold. Over the long run control can be very costly exercise because, by its nature it must be continued indefinitely unless the plants are total removed to a level where eradication becomes cost-effective (Dr. Nihal K Atapattu, 2015)¹³.

- Table s.11.1. highlights IAS flora under control in selected pilot sites conducted by Stakeholders and commonly reported in Sri Lanka as major threats for biodiversity conservation and agricultural development, including their current control measures.

172. Table 3 below shows the summary of the levels of the achievement of the project outcomes and outputs, including the TE team comments and specific recommendations.

13: Dr. Nihal K Atapattu, 2015: Feasibility assessment of IAS utilization practices, best practice guidelines and strategy to promote IAS utilization; Consultancy Report, 45p.

Table 3: Assessment of Project implementation completion

(1) Objectives, Outcomes	(2) Outputs	(3) Achievements (%)	(4) Comments	(5) Recommendations
Project objective				
Outcome 1: A comprehensive national regulatory Framework for the control of IAS in Sri Lanka Is in place	<u>Output 1.1:</u> A comprehensive National IAS Policy adopted.	100%	National Policy was adopted by the Cabinet.	
	<u>Output 1.2:</u> National IAS Strategy and Action Plan is finalized and adopted.	100%	National IAS strategy and Action Plan was adopted by the Cabinet.	Mainstreaming IAS Strategy National Action Plan into sectorial plans.
	<u>Output 1.3:</u> National IAS Control Act is formulated, and enacted.	70%	Draft IAS Act is available and submitted to the legal draftsman department for approval.	Follow up and adoption of IAS Act and preparation of regulations.
Outcome 2: A well-coordinated institutional mechanism is in place for integrated planning and decision making at national and local levels with greater access to information on the status, threat and means of controlling IAS	<u>Output 2.1:</u> National Invasive Species Specialist Group (NISSG) established and mandated for advising Government of Sri Lanka on IAS control	100%	NISSG has been established and functioning.	Provide technical assistance to stakeholder agencies who are engaged in designing and implementation of IAS pilot studies, management projects, research studies.
	<u>Output 2.2:</u> A National Focal Point (NFP) and an institutional coordinating mechanism for IAS control are established	100%	BDS has been declared as the National Focal Point. National Coordination Mechanism has been established with the representation of stakeholder institutions. IAS cells have been established within key stakeholder agencies.	<ul style="list-style-type: none"> - Allocate sufficient human resources/ (carder) for IAS main cell in the BDS- Assistant/ Deputy Director, Technical / Training Officer, Data Base Management Officers, Communication and media support - Make sure financial resources are available to carry out the functions of the IAS main cell/ BDS - Streamline the TOR's for IAS cells and set up a mechanism to reach the district and divisional

				levels - Father strengthen the communication/ knowledge sharing among stakeholder agencies/ IAS cells, research institutions and local levels institutions.
	Output 2.3: IAS pre-entry and post-entry Risk Assessment Protocols developed and used by the stakeholders.	100%	Pre-and post-entry risk assessment protocols have been developed and shared with stakeholder agencies for use.	Conduct pre-entry risk assessment and finalize the black list. Share the outcome with border control agencies.
	Output 2.4: Computer based national lists, potential lists and black lists of invasive alien flora and fauna in place and updated every 3 years	75%	Updated Species lists (2012 and 2015) are available. Blacklist is not yet available since IAS Pre-Entry Risk Assessment is ongoing.	Complete the assessment and develop black list.
	Output 2.5: Web-based, interactive and user-friendly National IAS Database is developed and regularly updated	80%	Web based interactive National IAS data base is available and key data is uploaded.	Maintain the tri lingual web data base and review the usage in every six months.
	Output 2.6: Catalogues of IAS of Sri Lanka prepared	100%	Descriptive Guides and Pictorial Guides on IAS are available. Printing is ongoing and will be completed by end of March.	Preparation of distribution plan for hard copies and upload the document into web data base.
	Output 2.7: A website on IAS is developed and continuously updated	80%	Web based interactive data base/web site (tri lingual) is developed and data is being uploading. (Please note there is no two things as data base and web site in the revised project result framework)	
Outcome 3: Decision maker at national and local levels are aware of cost-effective IAS control being implemented at national and local levels, best practices are shared and stakeholders' capacities strengthened	Output 3.1: National IAS Communication Strategy introduced and dialogue on IAS control enhanced.	100%	IAS Communication Strategy was developed and implemented in consultation of the stakeholder's agencies. Communication programmes and products were reviewed at the management/NCC/ board / NISSG meetings.	Evaluate/ Review the training and communication plan on annual basis and update plans.
	Output 3.2: Technical, enforcement	80%	Custom, Plant and Animal	Further strengthen the border control

	and customs agencies are better able to detect IAS and apply IAS control techniques. Capacity building is a key requirement at the technical, enforcement and custom agencies in Sri Lanka with respect IAS detection and control		Quarantine agencies have been closely involved in project activities on regular basis. IAS cells have been established in customs and agriculture departments. These agencies represent NCC and NISSG. They were involved in the preparation of IAS act and IAS Risk Assessment. TOT programmes have been conducted to train the officers.	for prevention of IAS entry by providing tools for detections, enforcement of regulations and public awareness programmes
	<u>Output 3.3:</u> Politicians, senior management, secondary school children, the public and media are more aware of the status, threats and control of IAS in Sri Lanka	80%	The President of Sri Lanka/ Subject Minister is aware about IAS and involved in the development and launching the IAS Policy. Deputy Minister was involved in the IAS research symposium. An advocacy programme has been planned for parliamentarians and policy makers with the support of the Deputy Minister and Secretary of the Ministry. These two programmes will be conducted to in April or May 2017 (Politicians – by a forum chaired by President and at the regular meetings of the Secretaries of the Ministry)	Conduct systematic assessment on economics of IAS Control and Management which helps to advocate politicians/ policy makers for early investment of IAS control.
	<u>Output 3.4:</u> Financial incentives and disincentives to support IAS control are developed and endorsed by the government for their use	50%	Stakeholder agencies were trained to develop proposals and apply for treasury funding in each year. National Planning Department officers were also involved in this process.	<ul style="list-style-type: none"> - Promote IAS utilization practices - Facilitate non- state/private sector for the involvement of IAS control and management.
	<u>Output 3.5:</u> Site specific, cost-effective, best practice toolkits developed for 4 cases each of priority invasive alien fauna and flora are piloted at selected sites through public-private-NGO partnerships	70%	Lessons from IAS pilot projects have been identified and documented. Output 3.5 was not included (differently specified) in the revised Project Result Framework.	<ul style="list-style-type: none"> - Develop longer term research based/ scientific IAS Control and Management Projects on priority basis to identify appropriate control measures. - Support non-state sector agencies / private sector agencies and public to practice evidence

				based control measures
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173. Attainment of the Project Objective and Outcome is rated as highly satisfactory (6/6). Project Objective: to support effort in strengthening capacities ---Table 6 below highlights achievement towards project outcomes and outputs.

174. As per above table 6, the overall achievements of the project outcomes and related outputs range between 50 to 100% with an average of 71.39%:

- **Outcome 1:** an average of 90% achievement with 2 outputs (1.1 & 1.2) was achieved at 100% with satisfactory results and one output (1.3) was achieved to 70%. This outcome was fully achieved in a satisfactory way with sound key deliveries of the project: (i) Invasive Alien Species Policy, (ii) Strategy and Action Plan was finalized through a consultative process including public validation and translation all approved by the Cabinet of Ministries for immediate implementation and, (iii) IAS Act proposed for approval and adoption.
- **Outcome 2:** an average of 87.14% of achievement with 4 outputs (2.1, 2.2, 2.3 & 2.6) were achieved at 100%; 2 outputs (2.5 & 2.7) achieved at 80% and 1 output (2.4) at 75%: This outcome 2 contributed to enhance the coordination mechanism by strengthening the representative in the National Coordination Committee (NCC) with 17 stakeholders and National Invasive Species Specialist Group (NISSG) with 25 members. Under this outcome, the Ministry and the BDS/PMU established 10 National and 9 provincial IAS cells in key stakeholder agencies for effective IAS control. These cells are connected to and lead by the IAS main cell hosted by the Biodiversity Secretariat which has been recognized as the National Focal Point by the IAS Policy of Sri Lanka;
- **Outcome 3:** an average of 76% of achievement with 1 output (3.1) is achieved at 100%; 2 outputs (3.2 & 3.3) at 80%, 1 output (3.5) at 70% and 1 output (3.4) at 50%: This outcome 3 focused on delivering systemic capacity building by targeting national and provincial stakeholders, farmers, school and research institutions, and public. Under this outcome, the PMU conducted several activities and achieved satisfactory results. An important training programme supported by technical guidelines and practical tools was delivered from 2014 to 2016 through several workshops to stakeholders (government institution officers, privates, NGOs and CBOs) to build their capacities on IAS management.

175. These achievements and results reflect the focus put on the definition of IAS management policy, legal and institutional mechanisms and the stakeholder capacities (training and awareness raising). The pilot projects to demonstrate proven best practices to control and eradicate IAS spread have scored the lowest percentage of achievements (76%) at the end of the project. These highlight the need to lay down the foundation and a road map of an Exit plan entailing priority actions to be undertaken by key stakeholders to pursue the completion of all outputs, further consolidate results achieved and ensure sustainability of impacts generated by the project.

176. Most significant progress following the MTR and the 2016 PIR were the approval and adoption by the cabinet of Ministries of IAS Policy, the adoption of the Strategic plan and the Institutional mechanisms of IAS by the MMDE 30th March 2016.

177. All the Studies planned for the project were conducted and the final outputs delivered and published by the PMU, except few of them still under printing. The final Scorecard, for the project at this TE is 18/29 (annex 5.16), completed by the PMU staff.

178. The TE team noted important results of the project implementation:

- i. At IAS policy, Act and regulatory frameworks, bridging strengthening gaps and stakeholder technical and operational capacities:
 - Adoption by the cabinet of IAS Policy framework, including Institutional mechanisms framework and Strategy and Action Plan for Sri Lanka. These documents were developed in consultation with stakeholders, experts NISSG and the project Board.
 - Draft IAS Act was also prepared in consultation with stakeholder agencies and submitted for clearance from the legal draftsman department. Amendments to existing legal enactments to address IAS Control were also identified.
 - Establishment and strengthening of 10 National IAS cells and 9 Provincial Cells fully operational;
 - National Coordination Committee on IAS established and operationalized to coordinate and facilitate the IAS management within and between institutions at National and Provincial levels;
 - Programmes of stakeholder agencies initiated and developed as per the IAS National Action Plan for IAS management without depending on project funding;
 - All above documents outline the SOP and minimum standards that need to be in place for effective control.
- ii. At operational and technical level:
 - Field testing IAS pilot projects conducted and helped to joint implementation of the IAS control projects applying ecosystem approach to identify best practices, through 5 baseline assessments conducted with key stakeholder agencies and field test the knowledge on IAS identification and estimate the costs for IAS management within each of the organizations;
 - IAS Risk Assessment using the updated Risk Assessment Protocols and new species list was prepared;
 - IAS provincial profiles developed for all 9 provinces to identify the status of distribution, threats and management measures;
 - About 26 joint pilot demonstration actions were implemented through competitive calls by governmental institutional, non-government organization, and private sectors of which 8 IAS pilot projects were initiated with Forest and Wildlife Conservation Departments to Control IAS. 13 research initiatives initiated by University researchers to fill the data gaps necessary to complete the IAS risk assessment;
 - A total area of 74 Ha of forest lands have been cleared to demonstrate best practices for *Lantana camera* in Hurulu reserve (2700 Ha), 40 Ha of Mimosa were also cleared in Trincomalee District. Department of Irrigation has also conducted important work consisting to remove invasive *Salvinia* and *Eichornia* in their irrigated rice farms using a huge labor force (farmers and civil defense force) to manually remove the aquatic plants from the tank, clearing nearly 2000 Ac of water surface. Mahaweli Authority undertake in Bowatenna conducted removal activities to control giant Mimosa and restoration with non-invasive plants over 6.5 Ha, including 5 Ha in Siyabalape area. With support from BDS, 2.5 Ha were cleared in Wahakotte minor irrigation tanks. A low cost mechanical method was also tested and the Irrigation Department is planning to replicate the practice in surrounding tanks of the district.

iii. At Capacity building level:

- Over 500 key officers of the key stakeholder agencies strengthened in IAS assessment and spread management control;
- More than 3000 people have been reached and the awareness about IAS issues was improved by the project at national, provincial, district and divisional levels;
- Reporting mechanisms and skills of staff have been improved through training and wide communication processes (including mass media) on IAS and its management measures;
- An effective communication strategy adopted to mobilize key identified target groups;
- A Comprehensive Training Courses on IAS Control and impact management was developed and tested;
- Baseline assessments were conducted by 5 key stakeholder agencies namely Department of Forest, Irrigation Department, Agriculture Department and Marine Environment Protection Agency to map IAS in selected locations of the country.
- Project has mapped the way and created the systems to achieve the overarching goal of IAS control;

3.3.2 Relevance

179. The Project is highly relevant (rated 2) to the Sri Lanka Government environmental and biodiversity management policies, as well as agricultural, food security and socioeconomic priorities. It is also aligned with the GEF-4 Strategy on Biodiversity conservation, specifically Strategic.

180. The project was designed around three main outcomes (table 1): (i) Outcome 1: A comprehensive national regulatory framework for the control of IAS in Sri Lanka is in place; (ii) Outcome 2: A well-coordinated institutional mechanism is in place for integrated planning and decision making at national and local levels with greater access to information on the status, threat and means of controlling IAS, and (iii): Outcome 3: Decision makers at national and local levels are aware of cost-effective IAS controls being implemented at national and local levels, best practices are shared and stakeholders' capacities strengthened.

181. It is expected through these three outcomes to (i) overcome barriers, inconsistencies, overlapping measures and gaps in existing policy and legislation framework, weak institutional capacities and communication (Outcomes 1 and 2) and, (ii) demonstrate best practices of IAS management to better control spread and threats. To this end awareness raising of the public and capacity building of the National Focal Point for IAS and stakeholders, through training workshops, sharing information (web-based) and development of a National IAS Communication Strategy, have been of central concerns for the project team. However, awareness needed to be further combined with capacity building and good development of best practices.

182. One of the expected substantial benefits from the project at the national and global levels on biodiversity conservation and human and economic well-being is the contribution to the global environment by safeguarding Sri Lanka's globally important biodiversity, including reducing the risks to the unique endemic species and threatened ecosystems and protected areas.

183. All these achievements helped to streamline the relevance of the project and to mainstream the government vision for sustainable biodiversity conservation and human and economic well-being to ensure effective border control in preventing IAS entry and contribution to the global environment by

safeguarding Sri Lanka's globally important biodiversity, including reducing the risks to the unique endemic species and threatened ecosystems and protected areas. By improving the control of the export of potentially invasive species out of Sri Lanka, the project will contribute to reduce the threats to biodiversity in other parts of the world and risks to production and trade which are important to the economies and livelihoods in other countries.

3.3.3 Effectiveness and efficiency

184. The effectiveness of the project is considered 'satisfactory' (5/6). The project implementation addressed successfully most of the targets and achieved the major outputs, despite the delay and the slow start-up, because of important efforts developed by the PMU, implementing partners and stakeholders who helped bridging the gaps and delivering as expected.

185. The project implementation resulted to important and valuable results with (i) a National policy framework for IAS management and control in Sri Lanka, approved by the Cabinet of Ministries and launched by His Excellency The President of Sri Lanka on June 5th , 2016 at the Global Environmental Day celebration, (ii) an Act for IAS introduction and management control, integrating relevant concerns of the existing legal environment including other relevant regulations (acts and regulations in Fauna and Flora protection ordinance, Forest Ordinance, Fisheries and Aquatic Resources Act, Plant Protection Act, Water Hyacinth Ordinance, Marine Pollution Prevention Act, etc.).

186. The project also contributed to enhance the coordination mechanism by strengthening capacities of the National Coordination Committee (NCC), including 17 stakeholders and of the National Invasive Species Specialist Group (NISSG) with 25 members. To make the most of international experience in IAS management, the project team also initiated coordination and communication with other GEF projects on IAS, such as IUCN, ISSG, Global Invasive Species Programme (GISP) and knowledge sharing with stakeholders of neighbouring countries (South Africa, etc.).

187. A National Coordination Committee on IAS was established and operationalized to ensure effective coordination and management of IAS and facilitation knowledge sharing within and between institutions at National and Provincial levels.

188. More than 3000 people have been reached and the awareness about IAS issues was improved by the project at national, provincial, district and divisional levels and more than 500 key officers of the key stakeholder agencies have their capacities strengthened in IAS assessment and spread management control;

189. IAS have been cleared from a total area of 160 Ha on forest lands (*Prosopis juliflora*, *Mimosa picra*, and water surface and in their irrigated rice farms (*Salvinia Sp.* and *Eichornia Sp.*). A low cost mechanical method was also tested and some stakeholders (Forestry Department, Wildlife and Parks department, the Irrigation Department and Mawahali Authority, etc.) are planning to replicate these practices in other areas. The project implementation helped lifting the main barriers underlining sustainable control and management of IAS across the country. A low cost mechanical method was also tested and the Irrigation Department is planning to replicate the practice in other similar areas.

190. The project also developed a National IAS Communication Strategy to create awareness and to further strengthen the understanding of IAS control and establish site-specific, cost-effective IAS control mechanisms through public-private partnerships. One important adaptive management measure was the

use of media, by broadcasting information and news on TV and radio to reach wider audience. The use of media was very effective as it helped generating widespread awareness and touching public and various stakeholders across.

191. The quality of coordination and monitoring provided by the PMU and the inclusive approach to involve the stakeholders helped speeding up the project implementation and delivering quality results. From an incremental cost analysis perspective, the project was reasonably efficient in addressing the main barriers. However, despite lack of focus on involvement of communities (confronted with IAS spread in their farms) and limited impacts of the achievements of the pilot demonstration initiatives (because of the delay and the short period allocated), the PMU was successful in realising the intended project outcomes and targets, as highlighted on table 4 below.

Table 4: Achievements of the projects targets at the end of the implementation

Objectives and outcomes	Targets at end of project	Comments
Project Objective To build capacity across sectors to control the introduction and spread of invasive species in Sri Lanka, to safeguard globally significant biodiversity	80% of relevant agencies meet minimum standards [a. SOPs in place; b. All relevant staff trained in IAS control]	All agencies targeted as key project implementation have been involved as member of the various bodies established by the MMDE (PSC, NCC, NISSG, etc.) and implemented pilot projects.
	At minimum 10 joint initiatives are organized involving Agencies, Private Sector and NGOs through the NISSG/NFP on IAS control	23 Pilot projects were supported by the project through call for proposal and implemented successfully on selected sites.
	At minimum 50,000 ha of globally important PAs benefit directly from IAS management programme, including 3,000 ha of protected area in Sri Lanka cleared of IAS with community participation.	Only nearly 503 Ha are managed under the 29 pilot projects implemented, that's approximately 15% of the target in Protected Areas. Due to subsequent changes in the Project approach, the Protected area target has not been achieved, including 50,000 ha planned to be achieved from lessons learnt from the project demonstrations/pilot projects.
Outcome 1: A comprehensive national regulatory framework for the control of IAS in Sri Lanka is in place	A comprehensive National IAS Policy adopted	A policy framework was designed and adopted by the MMDE.
	National IAS Strategy and Action Plan is finalized and adopted	A national strategic action plan framework was designed and adopted by the MMDE.
	National IAS Control Act is formulated, and enacted	A draft Act was developed and submitted to the legal Draftsman office for review and approval to be submitted to the MMDE for approval and then Cabinet for adoption. Its adoption by the Parliament will require some time.
	IAS related regulations of 5 Acts are reviewed and proposed for amendments.	Apart from the draft Act, no regulation framework has been yet developed.
Outcome 2: A well-coordinated institutional mechanism is in place for integrated planning and decision making at national and local levels with greater access to information on the status, threat and means of controlling IAS	NISSG established and mandated for advising Government of Sri Lanka on IAS control	A NISSG was established and conducted regular meetings
	A National Focal Point (NFP) in place	BDS was designated as the focal point of IAS and as fully implemented the project and promoted awareness towards IAS control

	IAS pre-entry and post-entry Risk Assessment Protocols developed and used by the stakeholders	Studies were conducted by the project through contract of high qualified academic experts
	National lists, potential lists and black lists of invasive alien flora and fauna in place and updated every 3 years	An updated list of IAS in Sri Lanka has been produced covering the whole country, and their location mapped (GIS).
	Web-based interactive and user-friendly IAS database developed and regularly updated	A web site was developed and is operational, with web-based document repository accessible through internet
	Existence and spread of priority IAS are collected, mapped for all 9 provinces in the country and available for use.	Data collection and GIS mapping were conducted in the nine provinces of the country and document were distributed to stakeholders and users
	Two catalogues of IAS of Sri Lanka with detailed information on ecology, biology and related international knowledge	Done, but not fully operational
	Research Agenda on IAS Control is prepared. Adequate information on 20 priority and potential IAS are available	No information available
	A website on IAS is developed and regular update mechanism in place	A website was developed and updated regularly by Cell managers.
Outcome 3: Decision makers at national and local levels are aware of cost-effective IAS controls being implemented at national and local levels, best practices are shared and stakeholders' capacities strengthened	National IAS Communication Strategy introduced and dialogue on IAS Control enhanced	Developed and operational. Improvement is required to include a newsletter for public information sharing on IAS issues
	At least 500 staff from technical, enforcement and customs agencies at all ports of entry are trained in the following areas through the new National IAS Policy: IAS detection; legal restrictions on IAS import, export and use; sanitary and phytosanitary standards; risk analysis; and IAS control techniques with at minimum 85% applying skills 6-months post training.	More than 3700 people (Staff, NGOs, Communities, private, authorities, scientist, researchers, teachers, etc.) were trained on various issues of IAS issues
	80% of participants indicate increased awareness of the threats of IAS and the need for their control post training.	About 100% of the participants who benefitted from training have increased their awareness and knowledge on IAS issues
	Financial incentives and disincentives to support IAS control are developed and endorsed by the government for their use	Government and ministerial departments have significantly contributed to financial support of their activities

	Site specific, cost-effective, best practice toolkits developed for 4 cases each of priority invasive alien fauna flora are piloted at selected sites through public-private-NGO partnerships.	In most of the sites there has not been a cost-effective investment, as the results are still very limited. However, the investment contributed to generate important income to communities who participated to the activities in the pilot sites.
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192. The project implementation and results were assessed satisfactory (5/6). With respect to incremental cost criteria, the project addressed most of the key barriers identified in the Prodoc (2010) associated with IAS management in Sri Lanka.

193. The financing contributions from the Government and partners were very substantial (particularly in-kind), more than the pledged budget

194. Financial execution and control from both UNDP-Sri Lanka and MMDE was generally good as ascertained by the Auditor, with financial delivery rates 100%.

195. However, the use of the human resources was not achieved and not cost-effective and not in line with the project implementation arrangements, because of the recruitment/assignment of many staff at the PMU level by the GoL, despite the fact the PMU was built on slight management team (Prodoc, 2010), as most of the activities will conducted by external experts and stakeholders. The TE team thinks that engaging a significantly higher number of Staff at PMU (26) and at Local levels than planned contributed to reduce the overall efficiency to increase the project staff cost.

196. Furthermore, use of several consultants to conduct overlapping studies (with limited outcomes) and many communities as labor force also contributed to decrease somehow the efficiency of the project to achieve the results with the limited available financial resources. The project efficiency has been stop some extent affected by the unbalanced focus on workshops and consultations which costed a lot of financial resources. In addition, with respect to timeframe, the project was essentially run in 3 years, instead of 5 years planned

197. Considering previous actions initiated and investments by the government with support from UNDP and other partners, on IAS knowledge and information sharing between key stakeholders in the last two decades, and taking profit of the effective involvement of the stakeholders, a more cost-effective approach could have been adopted by the PMU to minimize the cost of activities related to IAS identification and spatial distribution studies, as well information sharing workshops and consultations. Indeed, a list of IAS has been already established and known, as well as knowledge sharing through workshops organized in the past at national and local levels on IAS threats and spread. Focus on demonstration of best practices for IAS control and eradication would have been more cost effective, as it could provide efficient tools for controlling IAS spread and mitigation measures.

3.3.4 Country ownership

198. Sri Lanka signed the CBD in 1992, ratified the convention in 1994, and identified the BDS of the MENR as the convention focal point. In aiming to achieve the CBD goals, the government has prepared national communications. Each document has reference to IAS control and identified it as a national priority. The IAS project contributed to strengthen the National Policy and Act in integrating the existing sectoral frameworks (First National Environmental Action Plan (NEAP) of 1992, Second NEAP (1998-2001); National Biodiversity Conservation Action Plan (BCAP) A Framework for Action, Addendum to the National BCAP, Provincial BCAPs, Caring for Environment (2003-2007), and Caring for Environment II (2008-2012).

199. The BDS as executing partner for the Ministry (MMDE) has been designated as the Focal point of IAS, under its mandate dealing with all issues concerning biodiversity conservation and servicing the UN CBD. The BDS also services as representative of Sri Lanka to the CBD secretariat as member of SUBSTTA.

200. The Country has also ratified and is servicing all international conventions of UN related to many issues (UNFCCC, UNCCD, the World Heritage Convention and the Cartagena Protocol on Biosafety, CITES, RAMSAR, MAB, etc.).

201. The Country new policy and Act are in line with issues related to Biodiversity convention, IAS control is governed by international conventions whose focal agencies are: "BDS for the Convention on Biological Diversity (CBD, Article 8h of the Convention), MEPA for the MARPOL 73/78 Convention, DWLC for the Ramsar Convention on Wetlands, and DoA for the International Plant Protection Convention (IPPC)".

202. The country has done the preparatory works to implement the proposed project as a national priority, and within the framework of GEF focal strategies and strategic programs. Furthermore, during the project implementation the government contribution in cash to the financing exceeded the amount committed, as well as the human resource mobilized by the Ministry of Mawahali Development and Environronment, including other institutions (Irrigation Department, Marine Environment Department, Mawahali Authority, Biodiversity Secretariat, etc.)

203. All above highlights clear commitments of the Government to reaffirm the evidence of the country ownership of the project and the alignment with the national development priorities.

3.3.5 Mainstreaming

204. The TE having understood the relevance of gender issues for UNDP supported GEF financed projects, considered mainstreaming gender issues as important part of terminal evaluations, thus looked at how a project has addressed this key priority area and women's empowerment.

205. The stakeholders employed important number of women and men as wage labors in the eradication work to remove IAS plants during the pilot projects. Indeed, both men and women equally benefited from income generation (as labor force) activities undertaken by the pilot projects implemented by the stakeholders.

206. The project also maintained important participation of male and female at the training and awareness programme. There was no evidence of discrimination shown in the implementation of any activity undertaken by the project.

207. The TE team noted that the IAS project contributed to successfully mainstreaming the overall GoSL policy related to women empowerment in Sri Lanka, in involving them and giving them key roles and responsibilities in environmental and biodiversity conservation, including poverty reduction at grassroot, risk management and improving agricultural production and water quality. Indeed, the project has given ample focus to women involvement in its activities and in mainstreaming and strengthening their capacities in IAS management issues. This is in line with the Government and UNDP current policies focusing gender mainstreaming in all types of development issues, including cross-cutting issues.

208. The project achievements helped UNDP to strengthen its country programme to support the GoSL at national, as well as at local levels, as well as strengthening its Gender policy

209. The most important results which highly contributed to mainstream the stakeholder capacities are the training and awareness programmes developed throughout and implemented the country and touching all categories of peoples and institutions.

3.3.6 Sustainability

210. Sustainability is generally considered to be the likelihood of continued benefits after the GEF funding ends. Under GEF criteria, each sustainability dimension is critical. So, to this regard the project achievements, particularly the new policy, Act and institutional mechanisms and technical best practices developed or put in place are sound measures to ensure sustainability of the project.

211. The project also facilitated extensive outreach to the major stakeholders including government officials, policy, legislation, decision-makers, private and local communities across the country, in

enhancing awareness on IAS spread and threats to agricultural lands and water quality degradation. More than 3000 people and training workshops organized for more than 500 stakeholders, including institutional mechanisms and strategic planning system designed and put in place and commitment of private sector and communities are met for effective contribution to IAS management.

212. The likelihood of Financial Risks to Sustainability is rated as: Moderately Unlikely (2). The Government has invested from its budget in the last 15 years substantive funds on Biodiversity conservation and IAS control and during this project implementation period. As evidence, some stakeholders are heavily supported their activities.

213. Recently all the stakeholders have included IAS activities in their work plans with consequent budget. The Government with support from UNDP is the process to design a full-fledged strategy for fund mobilization to support Biodiversity conservation and IAS control.

214. Socio-Economic Risks is rated to be likely of low risk to Sustainability, as the activities initiated is being pursue with local communities and providing job opportunities for the populations, as well as new value-chains to be seized by the private sector. However, there are some socio-economic risks (poverty) for encroachment and unsustainable exploitation of natural ecosystem resources for forest product and agricultural lands.

215. All these are evident signs to ensure required capacities are in place for biodiversity conservation, IAS control and socioeconomic sustainability.

Policy and legislation levels

216. Overall sustainability of the project results has been assessed as moderately likely (3). Most of the results achieved will be likely sustainable only if the policy, institutional mechanisms and Act and regulations are implemented. This assessment of sustainability also took into consideration the dimensions of financial, socio-economic, institutional and environmental sustainability. Indeed, the project ambition is to implement coherent policy, an inclusive legislation and institutional mechanisms to effectively control IAS spread and threats.

217. The project undertook important actions to identify gaps and needs at policy level, institutional and strategic levels for IAS control and management knowledge sharing, assessment and monitoring the mitigation mechanisms.

218. Despite all efforts deployed to build institutional and operational capacities to remove barriers along the line of biodiversity sustainable management and IAS control, the sustainability will be confronted with major several risks: (i) long delay in approving and implementing the Act and the related regulations measures; (ii) non-compliance of stakeholders with policy orientations and legislation measures; (iii) weak and ineffective institutional coordination mechanism from MMDE, BDS and other advisory bodies, local authorities and partners; (ii) Ineffective use of resources in controlling mechanism for IAS.; (iv) low financial mobilization from the government budget and the financial partners.

219. Absence of or a weak national communication strategy and inadequate capacity to share knowhow to tackle IAS related issues are likely to become the major problems to undermine the implementation of the IAS policy and Act, thus threatening sustainable biodiversity conservation in Sri Lanka.

Environment and biodiversity benefits

220. Forest department has decided to eradicate invasive alien species (*Lantana camara*, *Panicum maximum*, *Prosopis juliflora*, *Alstonia sp.*, etc.) from forest areas where IAs is spreading at an alarming rate, threatening the forest convert and wild life habitats.

221. At environmental and biodiversity conservation levels, the project has led the foundation for IAs knowledge sharing, sustainable control and threat mitigation using the policy, institutional, operational and legal tools developed by the PMU.

222. It is strongly believed that coherent implementation of the policy and institutional mechanism framework, supported by law enforcement will help the government reducing barriers and controlling throughout the country the spread of IAS

223. Under the criteria of cost-effectiveness and progress towards stress/status change, the project impacts although tangible are still localized and weak, thus they are rated as satisfactory (2/3).

224. The project having identified and updated the list and mapped the distribution of invasive IAA, helped the government improving the previous situation and built a reference momentum for biodiversity conservation and sustainable use for socio economic development.

Socioeconomic sustainability

225. The overall socioeconomic sustainability is assessed Moderately Unlikely (2/3). Since the project activities were focused on IAs identification and best practices for their eradication, only little attention was given to socioeconomic benefits that can be generated from the demonstration of best practices.

226. Although the activities carried out are still very preliminary to assess their socioeconomic sustainability, it is acknowledged that most of IAS identified can be used for local community consumption and in ornamental trade. However, there are some actions conducted towards the use of products (wood or biomass) extracted from the forest lands and water surface. It has been agreed by all that more evidence is needed to demonstrate the degree of their utilization, as well as incentives for local communities to act themselves, to enable the socioeconomic sustainability of IAS management at community level. The project and Biodiversity Secretariat is already taking advantage to promote more information and studies on this matter, beyond the project duration.

3.3.7 Project impacts

227. The TE team acknowledges the important achievements made by the PMU and the stakeholders and their results respective impacts on IAs sustainable management, biodiversity conservation and local community livelihood. As said above, the project interventions benefited from more than 3000 people sensitized and 500 staff from the line ministries institutions, private sector and NGOs., including 200 women.

228. The field activities involved as occasional labors paid important wages that help them to generate income and improve their family livelihood. At national and international level, the direct implication of H. E the President of Sri Lanka and award in 2016 at the celebration of Environment Day Programme, was evident recognition of the project achievements and impacts for the country towards environmental protection and biodiversity conservation policy.

229. Implementation of Awareness programme and capacity building workshops were instrumental in improving the National Focal Point for IAS and other stakeholder knowledge on IAS management and institutional and operational capacities, especially those involved in law enforcement, local communities' livelihood, wildlife and forest protection, water quality and agricultural production.

230. Information related to IAS assembling, management and sharing (web-based) was gathered and shared with all stakeholders, thus constituting important momentum for the MMDE and the BDS.

231. Implementation of the National IAS Communication Strategy created a momentum for further for better understanding IAS spread and threats and sharing information on best management practices and use of IAS products plants products removed.

232. The project achievement demonstrated substantial benefits to be generated at the national and global levels from biodiversity conservation and economic human well-being. It is believed that the results achieved entailed the path toward sustainable management of IAS through application of coherent policy, inclusive Act and strategic plan and will help generate further environmental and socioeconomic impacts in reducing the risks to endemic species depletion.

4. Conclusions, recommendations and lessons

4.1 Conclusion

233. The project implementation achieved important results to support the development of an enabling policy framework, IAS Strategy and Action Plan through stakeholder participation and technical assistance all approved by the Cabinet of ministries. In addition, a national IAS Control Act was prepared and submitted for review to the Legal Draftsman office.

234. The project also contributed to build capacities of the BDS (National Focal Point for IAS) and key stakeholders, especially those involved in law enforcement and public awareness at local community levels, and promoting transfer of IAS control best practices.

235. The project objectives and outcomes are assessed very relevant and in line with the country priorities and GEF focal area and thematic concerns. The TE also assessed the project document design in line with SMART principles indicator definition, despite some weaknesses in the result matrix (targets, risk and assumptions).

236. The results achieved involved biological diversity management, institutional and legal and technical issues, including exchange of knowledge and experience sharing with international practitioners on prevention and control of entry and spread of IAS to the country.

237. The Consultants assessed and rated satisfactory the overall implementation of the project as well as the achievement of the outcomes, results, and impacts of the project using the criteria set forth by the UNDP Guidelines for terminal evaluation of project (relevance, effectiveness, efficiency, sustainability and impact of the achievements and outcomes (table 5).

4.2 Corrective actions for the design, implementation, monitoring and evaluation of the Project

238. Despite the slow progress of the implementation and deliveries since its launch in 2012 by the Inception workshop, the project has made satisfactory progress following towards its completion with significant achievements. Indeed, following recommendations of the MTR, UNDP and the MMDE agreed to empower and strengthening the PMU capacities with additional staff, in appointing a Project management specialist, Technical advisors and Assistants to fast track the project implementation.

239. The review by the Consolidation team of the project implementation set-up helped the PMU and stakeholders to perform their responsibilities and delivering timely. IAS being a cross-sectoral issue, the involvement of various competent multi-stakeholders has been a key success of the project success.

240. Although it is still premature to ascertain sustainable impacts of the project implementation, there is evident sign that the achievement has led the foundation for a lasting solution to promote coherent and inclusive implementation of IAS policy and legislation in Sri Lanka. All these will contribute to effectively prevent risks of introduction and enhancing the detection and control of IAS at key entry points of the country and mainstreaming concern with invasive species.

241. What appears extremely promising is that with the information provided on the feasibility and data made available at the project level, most organizations can draw up their individual plans for operationalizing the utilization interventions.

4.3 Recommendations

242. At policy level, it is recommended the BDS undertakes a comprehensive review of the policy framework and Strategic action plan and related mechanisms, in assigning responsibilities to stakeholders, improving institutional mechanisms and strategic planning of interventions to better promote the inclusion of IAS concerns in key ministerial, department or institution structures.

Responsible: BDS/MMDE

243. At legislation and regulation level, all the implementation processes will take a long time unless a follow-up is done very closely. The MMDE and BDS have the obligation to follow up on this matter to enable effective law enforcement by the key institutions, such as custom Service at entry port and airport, as well as institutions dealing with plant and wildlife.

Responsible: BDS

244. At capacity building level, a full-fledged training has always to be supported by proven practical experience demonstrated in the country in representative ecosystems and replicable locally. It is recommended that selected staff from specialized key Training Institutes (Forestry, Agriculture, Fisheries, Wildlife, etc.) for short-term training (2-3 months) benefited from short-term training on IAS best practices in qualified biodiversity institutes and universities or research centers in neighboring countries in order they could serve as key trainers. Furthermore, all the training institutions should incorporate courses on IAS in their curricula.

Responsible: MMDE/BDS

245. Technical outputs in support of this capacity building still required and be supported by the National Communication Strategy. Therefore, for a more efficient and coherent communication and training mechanisms, it is recommended the communication strategy be reviewed to be in line with the training programme.

Responsible: BDS/MMDE

246. It is imperative the BDS and NISSG undertake review of the institutional mechanisms and the communication strategy to include the requirement for community and CBOs involvement in the adoption of best practices for IAS eradication and voluntary interventions to control IAS in their own and community lands.

Responsible: MMDE/BDS/NISSG

247. To ensure comprehensive mitigation of the IAS through ecological studies and Sylvicultural practices, it is recommended the stakeholders adopt an ecosystem approach and involve Research & Academic institutions in the baseline studies and established demonstration plots with focus on comprehensive Diagnostic-Analysis of landscape and ecological features to demonstrate comprehensive scientific-based best management practices of IAS in order to undertake an effective control of selected invasive species and to promote the re-growth of native tree species.

Responsible: MMDE/Stakeholders

248. At the valuation level of IAS product, it was noted that most of tree and biomass products from the removed IAS were not profitably used, such species like *Prosopis juliflora* (firewood, charcoal, Environmental protection, fiberboard, etc.); *Mimosa pigra* (woody stems, nitrogen-rich leaves, fuelwood, etc.); *Eichhornia crassipes* (compost, handicraft, etc.), *Panicum maximum* (fodder grass, compost, etc.), *Lantana camara* (limited use, pesticide, etc.), *Annona glabra* (fiber-board, rootstock, edible fruit, etc.). It is recommended the BDS and the stakeholders conducted applied research for product processing and added-value to improve their contribution to food security, medicine and income generation.

Responsible: BDS/Academic and research institutions

249. At results consolidation level, it is imperative for sustainability to consolidate the results achieved and pursue actions initiated in the various pilot project sites to develop lasting best practices replicable across the country. The BDS to take the lead to coordinate with assistance from the various technical bodies (NCC, NISSG, Cell Units, etc.) to ensure consolidation, continuation and monitoring-evaluation of the field activities.

Responsible: BDS/NCC/NISSG/Stakeholders

250. Exit plan: The TE team is hereby recommending BDS to prepare and adopt an exit plan before June 30th, 2017 and maintain a limited core team (2 staff) of staff and provide necessary financial resources (**10,477 USD**), using the project saving or mobilizing additional resources. The core team will prepare all relevant terminal documents and a work plan and budget for the consolidation phase (3 years), including a set of reference documents to be handed over to UNDP-CO and the GoSL (MMDE) at the project closure in June 2017.

Responsible: UNDP/MMDE/BDS

251. The evaluation team exhorts BDS to undertake a peer review of the policy, institutional mechanisms and strategic action plan frameworks before it enters in practice and the MMDE and BDS to speed up the adoption of an IAS Act. For the completion of reimagining activities and designing the exit plan, including the road map, the T.E team recommends activities in table 6 below and exit plan (table 7).

Responsible: UNDP/MMDE/BDS

Table 5: Activities recommended for the project completion

	ACTIVITIES	STATUS AND OBJECTIVES
1	Training and Communication Programs	
1.1	IAS Training Programmes	All 5 programmes are scheduled
	IAS Advocacy Programme	Two workshops out of 8 planned are still scheduled to be organized by BDS for the Exporters & Importers. The provisional budget is estimated to 2,500 USD. Reducing the cost to 1,100\$ could save 1,500\$ which can be used to complete the project activities.
2	Printing	
2.1	IAS Research Publication	Soft commitment is being made for the payments of workshop proceeding on IAS for the total amount of 4,000\$. Due the necessary completion of remaining activities and closing successfully the project, it is suggested that this amount be used to support the cost of key staff and remaining activities.
2.2	Printing Pictorial Guide	Proof reading, 95 % completed. To be completed and delivered before project closure.
3	Pilot Projects	
3.1	IAS Pilot Project – Thabowwa	Progressing. Final Payment to be made by end before project closure.
3.2	Symposium-Payments for reviewers, consultants	Invoices committed
3.3	IAS research studies	Commitments partially liquidated and balance to be paid before project closure.
3.4	Evaluation of all IAS pilot project	Recruitment of specialist (1 month) to conduct in-depth technical and scientific assessment and propose best practices developed, including review of Policy, institutional mechanisms and Strategic action plan

		frameworks; or to be conducted by the project Technical coordinator and BDS staff.
4	Exit Strategic Plan	
4.1	Preparation of the draft exit plan	Project Technical Coordinator and BDS, assisted by the Board members - including Additional Secretary, Assistant Country Director UNDP, NCC members, NISSG members, to prepare the Exit Plan for immediate implementation.
4.2	Workshop to finalize the exit plan and approve amendments made on the policy, strategic action plan and institutional frameworks	Organize a stakeholder workshop to discuss and finalize the draft exit plan and key policy and institutional frameworks.
4.3	Submission of the exit plan	Submit the final exit plan
5	Workshops and Meetings	Preparation of Risk Assistance 2 workshops in March
6	Terminal workshop to share and capitalize the project outcomes	To be organized open completion of the activities and elaboration of the all pending reports. This workshop will discuss preliminary findings of pilot projects and review some reference documents (policy, strategic plan of action and institutional mechanism framework.

Table 6: Consolidation work programme

(1) Objectives, Outcomes	(2) Outputs	(3) Timeline (Years)
Project objective		
Outcome 1: A comprehensive national regulatory Framework for the control of IAS in Sri Lanka Is in place	<u>Output 1.3:</u> National IAS Control Act is formulated, and enacted.	2017-2019
Outcome 2: A well-coordinated institutional mechanism is in place for integrated planning and decision making at national and local Levels with greater Access to information on the status, threat and means of controlling IAS	<u>Output 2.4:</u> Computer based national lists, potential lists and black lists of invasive alien flora and fauna in place and updated every 3 years	2017
	<u>Output 2.5:</u> Web-based, interactive and user-friendly National IAS Database is developed and regularly updated	2017
	<u>Output 2.7:</u> A website on IAS is developed and continuously updated	2017
Outcome 3: Decision maker at national and local levels are aware of cost-effective IAS control being implemented at national and local levels, best practices are shared and stakeholders' capacities strengthened	<u>Output 3.2:</u> Technical, enforcement and customs agencies are better able to detect IAS and apply IAS control techniques. Capacity building is a key requirement at the technical, enforcement and custom agencies in Sri Lanka with respect IAS detection and control	2017-2018
	<u>Output 3.3:</u> Politicians, senior management, secondary school children, the public and media are more aware of the status, threats and control of IAS in Sri Lanka	2017-2018
	<u>Output 3.4:</u> Financial incentives and disincentives to support IAS control are developed and endorsed by the government for their use	2017-2018

	Output 3.5: Site specific, cost-effective, best practice toolkits developed for 4 cases each of priority invasive alien fauna and flora are piloted at selected sites through public-private-NGO partnerships	2017
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4.4 Lesson learned and recommended actions

252. The project document is well designed. However, the design of the result matrix is not in full line with the SMART criteria.

253. As per the Prodoc financing arrangements, the Project is implemented by UNDP-Sri Lanka as GEF implementing Agency and by the Ministry of Mahaweli Development and Environment (MMDE) through NIM with Biodiversity Secretariat as the national executing institution for the MMDE. Unfortunately, although the project document was signed on February 28th, 2011, the implementation started, only on 20 December 2012 with Inception Workshop, that's a delay of 23 months after the Prodoc has been signed.

254. As consequences, this long delay 3 years (2011-2014) has negatively impacted the execution of the work programme and the smooth progress towards the project outcomes. To fast track the programme completion, UNDP and the GoSL agreed to recruit additional staff, as recommended by the MTR in April 2015 and extended the project duration until December 2016 and to recruit additional staff to speed up the implementation process and delivering key outputs. However, the project has been extended for three more months, that's up to 31 March 2017 to complete the work programme. The lessons learned, from this delay was due to (i) lack of preparedness and ownership of the project from the government agencies, (ii) misunderstanding between the GoSL and UNDP-CO of the NIM implementation arrangements and (iii) many administrative and institutional constraints (clearance and staff recruitment) from the government agencies.

255. The increased number of the staff appeared to be not cost-effective with high staff cost, while most of the activities were carried out by consultants.

256. Considering the slow from 2011 to 2014 and the work to be done towards the project completion and the time left (27 months) at MTR mission to conducted the remaining activities (studies, demonstrate the feasibility of "best practices on IAS management", etc.) and achieve the results expected at the end of the project, extending the duration of the project seemed to be the only solution to ensure completion of the implementation of the work programme.

257. Three years (2011-2014) have lapsed with only few activities and results achieved (inception workshop and elaboration of policy, Act and Strategies), following the MTR in April 2015 recommendation, the project design has been review for six weeks, that further delay the implementation of the work programme. The consolidation reflexion resulted to a big change on the project outcomes and outputs which did not ensure quality and full-fledged design of the project. As lessons learned, the TE noted that in such short duration it was not possible to complete the work programme and deliver quality results, particularly the demonstration of the best practices of IAS control.

258. Policy and strategic plan action plan have been designed and approved by the Ministry and the Cabinet of ministers. These frameworks aim to guide IAS control and empower the stakeholder capacities and interventions and mastering the mitigation practices. Biodiversity Secretariat has been formally designated as the National Focal Point for IAS Control and Management in Sri Lanka.

259. The assessment of the framework revealed some strengths and weaknesses of the National Policy on Invasive Alien Species (IAS), as well as of the Strategies and Action Plan. There were no clear responsibilities assigned to key stakeholders as lead institutions to manage IAS sector issues, neither a

timeframe nor budget have been stated for implementation of related strategic action plan. Furthermore, the role played by communities in IAS management is not adequately highlighted, despite significant role they play in controlling and eradicating IAS in their own farms; (ii) at strategy and action plan, the document intending to provide consistent guidance to the stakeholders to ensure decision-making on containment, control and eradication of IAS and identification of integrated management options for IAS, has yet been fully operationalized to ensure its coherent implementation and restoration of the vulnerable.

260. The regulatory mechanisms and control Act for preventing entry and spread of IAS within the country and Control is still pending for approval at the Legal Draftsman' Office. Its adoption by the Parliament which requires time (over 1 year) as it must go through many steps (Legal Draftsman, Attorney General and Cabinet of ministers). It is only after parliament approval that regulations could be framed for the Act. This will also imply amending regulations of related existing laws to enable full compliance and coherence for the implementation of the Act.

261. The PMU undertook an important programme for stakeholder capacity building on IAS management through awareness, training and publication of technical guidelines and reference documents. As pointed by MTR, the TE mission noted that the project team focused, since the project started its full implementation in 2014, awareness activities and delivering systemic training for stakeholder's capacity building which benefit a lot to various stakeholders at national and local levels (authorities, staff, private, farmers, school and academic research institutions, and public). Many training workshops were organized by the PMU at national and in the 9 provinces of the country, to build the capacity of the government institutions, staff, NGOs, CBOs and other stakeholders on IAS management issues. To this regard, many documents were issued and distributed to the public. However, most of the technical toolkits and approaches supporting the capacity building and awareness still require peer review and focus, to facilitate their application process.

262. The TE team noted that without stakeholders and community support the work carried would not have been successfully achieved. However, there was no clear sustainable incentive system (income) in the project for local communities to involve in IAS management, apart from in some sites labor wages were paid for their participation at the IAS control works. But it is yet to know how efficient and long such arrangement will last, once there are no funds available to pay the labor force.

263. The field activities conducted to demonstrate "best practices" on IAS control were selected through calls for proposals submitted by the stakeholders. The pilot projects focused a range of field "best practices" aiming to control IAS to mitigate their spread and threats on biodiversity conservation and economic development in Sri Lanka. Development of best practices to control and eradicate IAS throughout the country was targeted as key activities of the project. Many stakeholders have selected pilot sites to demonstrate the removal (by hand picking all plants from the infested sites and mechanical) some species, such as *Lantana camara*, *Alstonia Sp.*, *prospis juliflora*, *Mimosa pigra*, *Eichornia crassipes*, *Salvinia molesta*, etc. The cleared land is often replanted the areas of invasive species eradicated, using native tree species providing food source for communities and to native fauna and ensure the survival of rare species. The TE team found that the conduct of these best practices lack of scientific and technical knowledge and not based on ecosystem approach which is believed to be the appropriate approach to control IAS in natural conditions. The TE team found that the short-term timeframe (6 months and a four-month activity plan) allocated to the project implementation was not adequate to demonstrate the feasibility of the practices initiated on the field and to reach conclusive results, as most of these practices are and require a long-term endeavor to be completed successfully. Indeed, trying to show sound results within a short period of time seems to be against the best thinking mindset and knowledge on IAS spread conditions within their natural ecosystem environment

264. As recalled in the Prodoc narrative and known by all practitioners, it is essential that management of IAS be supported by adequate ecological considerations and measures in controlling or eradicating their spread. Environmental assessment should be a priority before every intervention, to ensure

ecosystem based or holistic approach and on previous proven experience in the selected area and elsewhere.

265. IAS impacts being a serious threat to Sri Lanka's biodiversity, grazing lands for wildlife in protected areas, natural habitats for indigenous plants and animals, and causing change in globally important ecosystems, there is an urgent need to guard against the import of new IAS which may cause damage in the future and remove the institutional, policy and legislation barriers. The actions initiated will need 2 to 3 years of additional technical and research works.

266. The evaluation team did not come across of any exit plan to consolidate and pursue the results achieved. It appears that designing an exit strategic plan is inevitable to capitalize the project outcomes and ensure sustainability of the impacts. The PSC Board meeting on February 2017, drew the attention of the project team on the delay in completing some activities and the unsustainability and limited impacts of some results, as highlighted in table 5 below. At the end of the project, it is a big challenge for the PMU to undertake these activities and deliver the expected outcomes targeted by the project implementation. Without any Exit Plan, it is likely the BDS and the Ministry will lose the momentum created by the project. The exit plan will ensure that all the objectives and achieved results are fully completed with tangible impacts to put forward the project outcomes towards a successful management way.

267. All the weaknesses identified above are serious challenges to IAS sustainable control, as they endower an uncertainty and effective implementation of the policy framework, a comprehensive law enforcement.

5. ANNEXES

5.1 Terms of Reference (ToR)

Terminal Evaluation of Project GEF/UNDP-3013 “Strengthening Capacity to Control the Introduction and Spread of Alien Invasive Species in Sri Lanka”

Location: Sri Lanka

Application Deadline: 31st January 2017

Category: Energy and Environment

Type of Contract: Individual Contract

Assignment Type: International Consultant

Languages Required: English

Starting Date: 20th February 2017

Duration of Initial Contract: 20th February – 31st March 2017 (15 days in Sri Lanka)

Expected Duration of Assignment: 24 working days from February to March 2017

1. BACKGROUND

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the Project ‘Strengthening capacity to control the introduction and spread of alien invasive species in Sri Lanka’ (PIMS 3013)

2. OBJECTIVE AND SCOPE

The project was designed to: Sri Lanka’s geographic location, varied climatic conditions and topography have given rise to its unique biological diversity. The country’s globally significant biodiversity is being threatened by increasing introduction, establishment and spread of invasive alien fauna and flora. Weak and overlapping legislative and institutional mandates, the lack of a coherent or integrated strategic planning and management framework combined with limited information base and awareness of the threat posed by invasive alien species (IAS) are contributing to the loss of biodiversity as well as undermining associated economic processes and human well-being. As Sri Lankan markets become increasingly integrated into the global economy and in the face of biodiversity loss and ecosystem degradation, it is likely that the threats posed by invasion will worsen in the future – as would their impacts on the natural environment, human production systems and pro-poor economic growth.

The project aims to generate substantial benefits at the national and global levels on biodiversity conservation and human and economic well-being. The ecological services from biodiversity that are necessary for livelihoods and agricultural production will be sustained, benefitting primarily the poor whose livelihoods depend on healthy ecosystems. The project makes a major contribution to the global environment by safeguarding Sri Lanka’s globally important biodiversity, including reducing the risks to endemic species, unique and threatened ecosystems and protected areas. It is also anticipated that by improving the control of the export of potentially invasive species out of Sri Lanka, the project will reduce the threats to biodiversity in other parts of the world and risks to production and trade which are important to the economies and livelihoods in other countries.

Following are the main outcomes expected from the project:

Outcome 1: A comprehensive national regulatory framework for the control of IAS in Sri Lanka is in place

Outcome 2: A well-coordinated institutional mechanism is in place for integrated planning and decision making at national and local levels with greater access to information on the status, threat and means of controlling IAS

Outcome 3: Decision makers at national and local levels are aware of cost-effective IAS controls being implemented at national and local levels, best practices are shared and stakeholders' capacities strengthened

The project is executed by the Biodiversity Secretariat of the Ministry of Mahaweli Development and Environment of Sri Lanka in close cooperation with national level line agencies and research institutes, provincial councils, national and local NGOs and community representatives.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

3. EVALUATION APPROACH AND METHOD

An overall approach and method¹⁴ for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR (fill in [Annex C](#)) The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence- based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Colombo, Kaluthara, Hambantota, Kandy, Polonnaruwa, Nuwara Eliya, Trincomalee, Puttalam including the following project sites in those districts. Interviews will be held with the following organizations and individuals at a minimum: Forest Department, Department of Wild Life Conservation, Department of Agriculture, Department of Irrigation, Marine Environment Protection Agency, Department of Botanical Gardens, Land Reclamation and Development Authority and Sri Lanka Forest Institute.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference.

¹⁴ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

4. EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see [Annex A](#)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in [Annex D](#).

Evaluation Ratings:			
1. Monitoring and Evaluation	rating	2. IA& EA Execution	rating
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	rating	4. Sustainability	rating
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental:	
		Overall likelihood of sustainability:	

5. PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data to complete the co-financing section.

6. MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

7. IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.¹⁵

¹⁵ A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROtI Handbook 2009](#)

8. CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations** and **lessons**.

9. Competencies

Technical work

Strong expertise in Environmental Management

Evaluation experience related to the national level multi-disciplinary projects

Familiarity with the International Conventions addressing Biodiversity Conservation. Climate Change, Desertification

Partnerships

Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Maturity and confidence in dealing with senior members of national institutions.

Excellent written communication skills, with analytical capacity and ability to synthesize relevant collected data and findings for the preparation of quality analysis for the project proposal.

Consultant Independence: The consultants cannot have engaged in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities

10. Qualifications

Education:

A Master's degree in Environmental Science or other closely related field

Professional Experiences

More than 10 years of international experience in project evaluation in the fields of environment, biodiversity, ecosystems or any other closely related fields

More than 7 years of International experience in programme development, adaptive management related to environment/biodiversity management or natural resource management including in Asian Countries

Professional experience related to Invasive Alien Species Management will be considered as an added advantage

Language

Fluency in reading, writing and speaking in English and excellent communication skills

11. IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Sri Lanka. Environment Sustainability Disaster Resilience (ESDR) cluster of the UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

12. EVALUATION TIMEFRAME

The total duration of the evaluation will be 24 days per the following plan:

Activity	Completion Date/ Timing
Application closes	31 st January 2017
Selection of consultants (TE team)	6 th February 2017

Submission of project documents to TE team	20 th February 2017
Document review and preparation of inception report	20 th – 24 th February 2017
Submission of inception report	24 th February 2017
Submission of comments to inception report	27 th February 2017
Finalization of the Inception report	2 nd March 2017
Evaluation Mission; stakeholder consultations, field visits	7 th March – 16 th March 2017
Presentation of initial findings	20 th March 2017
Submission of Draft Final Terminal Evaluation Report	28 th March 2017
Submission of comments to the Draft report	30 th March, 2017
Final Terminal Evaluation Report Submission after incorporation of comments	6 th April 2017

13. EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	24 th February 2017	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission. 20 th March 2017	To project management, UNDP CO
Draft Final Report	Full report, (as per the report outline given in the Annex F)	28 th March 2017	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft. By 6 th April 2017	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

14. TERMINAL EVALUATION ARRANGEMENTS

The principal responsibility for managing this TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Country Office in Sri Lanka.

The commissioning unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

15. TEAM COMPOSITION

The team of two independent consultants will conduct the Terminal Evaluation -one international team leader and one national consultant. Experience with GEF financed projects is an advantage. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The selection of consultants will be aimed at maximizing the overall “team” qualities in the following areas:

- Recent experience with result-based management evaluation methodologies (15%);
- Experience applying SMART indicators and reconstructing or validating baseline scenarios (10%);
- Competence in adaptive management, as applied to Biodiversity (10%);
- Experience working with the GEF or GEF-evaluations (10%);
- Experience working in South Asian Countries (10%);
- Work experience in relevant technical areas for at least 7 years (15%);
- Demonstrated understanding of issues related to gender and Biodiversity; experience in gender sensitive evaluation and analysis (5%).
- Excellent communication skills (5%);
- Demonstrable analytical skills (10%);
- Project evaluation/review experiences within United Nations system will be considered an asset;
- A Master’s degree in Environmental Science, or other closely related field (10%).

16. DUTY STATION

Home based, including a 10-day mission of field visits to consult partners, stakeholders and field travel to Kaluthara, Hambantota, Kandy, Polonnaruwa, Nuwara Eliya, Trincomalee, Puttalam districts. International consultant shall stay total of 15 days (without international travel time) in Sri Lanka (including 10-day mission) until initial findings are presented.

17. EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#)

18. PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
10%	At contract signing
40%	Following submission and approval of the 1ST draft terminal evaluation report

50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report
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19. APPLICATION PROCESS

Recommended Presentation of Proposal:

- Letter of Confirmation of Interest and Availability using the [template](#)¹⁶ provided by UNDP;
- Updated CV and a Personal History Form ([P11 form](#))¹⁷
- Brief description of approach to work/technical proposal of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- Financial Proposal
 - a) All Inclusive Lump Sum Fee (Professional Fee): LKR _____
or All Inclusive Daily Fee LKR _____
 - b) All-inclusive Lump Sum Fee (Costs other than Professional Fee indicative below): LKR _____
 - c) Total Lump Sum Fee (a+b) LKR _____

Note: Payments will be based on invoices on achievement of agreed milestones i.e. upon delivery of the services specified in the TOR and certification of acceptance by the UNDP. The applicant must factor in

All possible costs in his/her “**All Inclusive Lump Sum Fee/Daily Fee**” financial proposal including his/her consultancy and professional fee, Accommodation, Travel costs applicable for the 3-star class of hotels in Colombo, Sri Lanka, Airfare (to and from the home country of the consultant in economy class via the most economical/direct route), communication cost such as telephone/internet usage, ad-hoc costs, stationery costs. No costs other than what has been indicated in the financial proposal will be paid or reimbursed to the consultant. The UNDP will only pay for any unplanned travel outside of this TOR and Duty Station on actual basis and on submission of original bills/invoices and on prior agreement with UNDP officials. Daily per diem and costs for accommodation/meals/incidental expenses for such travel shall not exceed established local UNDP Daily Subsistence Allowance (DSA) rates.

For an Individual Contractor who is of 62 years of age or older, and on an assignment requiring travel, be it for arriving at the duty station or as an integral duty required under the TOR, a full medical examination and statement of fitness to work must be provided. Such medical examination costs must be factored in to the financial proposal above. Medical examination is not a requirement for individuals on RLA contracts.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated per the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

¹⁶

<https://intranet.undp.org/unit/bom/psa/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

¹⁷ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

Note:

- Please group all your documents into one (1) single PDF document as the system only allows uploading maximum one document.
- Qualified women and members of minorities are encouraged to apply.
- Incomplete applications will not be considered. Please make sure you have provided all requested materials.

Prepared by:
(Vajira Hettige – Technical Coordinator, IAS Project)

Approved by:
(Vishaka Hidellage – Assistant Country Director, ESDR)

5.2 Methodology of the evaluation

Phase 1 (100): Project inception, document review and evaluation methodology design

Evaluation work inception

The two consultants have signed their contracts on February 23rd, 2017 for a total duration of 24 days and started subsequently their assignment the same day. They received a set of the many project documents including the reference project documents, various technical reports, mission and meeting minutes and reports, etc. All those documents will be reviewed by the consultants to better understand the context and challenges of the project implementation and the outcomes of the activities carried out by the various expert teams and stakeholders.

Document review

Upon the contract signing, the Project Management Unit (PMU) provided the two consultants a set of reference and reporting documents for review and assessment of the implementation context, achievements, challenges, difficulties, etc. The documents also include country main environment and biodiversity policies and regulations and legal frameworks, as well as thematic studies and finding reports.

The consultants reviewed some of the many documents received from the PMU and which review gave some insight of the project context, major results, and gaps to be addressed. The consultants will conduct an in-depth review of all documents received from the PCU during the second phase.

Phase 2 (200): Evaluation Mission

Activities to be carried out by the team

During this phase 2, based on the above highlighted summary findings, the consultants will undertake a thorough analysis of the document produced by the project, travel to the pilot sites to collect data and assess the status of the IAS, meet with the stakeholders at national and local levels, and evaluate the performances of the project implementation and outcomes using the evaluation criteria and one evidence basis, draw lessons learned and recommend appropriate measures for outcome sustainability and replication of the experiences developed by the project throughout the country.

The consultant will conduct the following major activities:

- i. Briefing at UNDP and PMU
- ii. Meeting with Project implementation partners
- iii. Preparation of field visits
- iv. Meetings and interview of Stakeholder
- v. Detailed review of all relevant sources of information: project document design (Review of the Project document conception, objectives, results, activities, components, financing arrangements, etc.), review of Annual APR/PIR, project budget revisions, midterm review, progress reports, relevance of the project against Government policies, legislations and national strategic and legal

- documents, GEF focal area tracking tools, project files, , and any other materials that the evaluator considers useful for this evidence-based assessment;
- vi. Field visits to Kaluthara, Hambantota, Kandy, Polonnaruwa, Nuwara Eliya, Trincomalee, Puttalam, including the project district sites;
 - vii. Interviews with organizations and individuals involved in the project implementation (Forest Department, Department of Wild Life Conservation, Department of Agriculture, Department of Irrigation, Marine Environment Protection Agency, Department of Botanical Gardens, Land Reclamation and Development Authority and Sri Lanka Forest Institute;
 - viii. Public consultation with beneficiaries
 - ix. Assessment of project design
 - x. Assessment of project implementation and management arrangements
 - xi. Assessment of stakeholder performances

Methods of Data Collection and Data Analysis

The Consultant team will provide evidence based credible and reliable information. They will set-up a collaborative and participatory approach to ensure close commitment with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), UNDP-GEF Regional Technical Advisers, and other key stakeholders.

Meetings and interviews with stakeholders will provide the key assets of the project implementation and achievement evaluation process, though “Face-to-face consultations” with a wide range of stakeholders, using “semi-structured interviews” with a key set of questions in a conversational format. Triangulation of results, i.e. comparing information from different sources, such as documentation and interviews, or interviews on the same subject with different stakeholders, will be used to corroborate or check the reliability of evidence.

Assessment of Stakeholder performance

As per the ProDoc financing, the project involves many stakeholders and project bodies (PMU, PSC, GEF Focal Officer, Biodiversity Focal officer, Chief of UNDP Environmental and Energy Unit, etc.), several stakeholders have been targeted to play important role in the project management. The consultants will, to this regard, meet and discuss with them to assess their involvement and roles played during the project implementation and how they have impacted the outcomes, as well as their vision for IAS control and mitigation.

Special focus will be put on specialized institutions involved or having who undertook research on IAS identification, management of the biodiversity in different ecosystems of Sri Lanka and have developed appropriate tools and measures for their mitigation.

Assessment of the performance and outcomes of the project

- i. Project Management Support:
- ii. Monitor implementation framework and system
- iii. Facilitation means and roles provided by stakeholders and Project Steering meetings
- iv. Assessment of the implementation of the recommendations made from the Inception Workshop, the MTE and the thematic workshops
- v. Consideration of the Mid-term evaluation conclusions and recommendations
- vi. Participation in meetings, training, and mission travels
- vii. Planning and reporting process
- viii. Evaluation and tracking criteria used for impact of the project in the environment and the socioeconomic issues
- ix. Readiness of responses to question encountered by the project implementation teams

- x. Execution of annual and total budgets;

Knowledge building and management

- i. Mobilization of human and financial resources
- ii. Lessons learned
- iii. Conclusion and recommendations

Project-level Monitoring and Evaluation Systems:

Project monitoring function is planned to happen at different levels: i) monthly, ii) quarterly, iii) Semestrial, iv) annually. The Consultants will assess the methodology and tools used by the project team and other stakeholders to monitoring changes, progress towards the project results and completion and the performances of designated parties.

The monitoring tools used will also be reviewed to provide the necessary information for the pursue of the activities initiated by the national institutions and recommend a cost-effective approach and tools.

It will also entail quality assessment of the various reports provided by the staff and stakeholders, including risk management (Critical Risk Management Measures Undertaken to guide the project implementation), environmental and Social Grievances, communication and networking impacts, Progress toward Gender Equality and consideration in IAS issues, limitations of the monitoring method and facilities provided by the PCU and UNDP.

Assessment of project alternatives considered

The consultants will also assess the status and outcomes of the three project alternatives considered to be developed with different modes of financing national invasive control, structures, and systems to deal with IAS and technical interventions to address IAS control and management, as outlined below.

- i. Introduction of new structures would involve support to the development of a completely new institutional, legal, policy and management base to deal with IAS in Sri Lanka. This option was rejected on cost-effectiveness grounds as it would require far higher level of financing over a much longer time-frame to reach the given objectives and raise serious questions of sustainability and future financing. The favoured approach is that which builds on existing initiatives, institutions, and structures;
- ii. Managing existing invasions would involve support only to field interventions designed to eradicate, control and manage existing invasions of species which have already spread and have become established. This option was rejected on cost-effectiveness grounds because in many cases such efforts are prohibitively expensive, deal only with the effects rather than the causes of invasion, run the risk of failing to stop re-invasions occurring and raise serious questions of future sustainability and financing. The favoured approach is that which tackles all stages in the progression towards invasion and with a focus on detection and prevention at point of entry;
- iii. The selected project alternative involves supporting long-term capacity to deal with invasive through building on existing regulations, policies, markets, and institutions, addressing key stages in the progression towards invasion (particularly introduction), and tackling the underlying root causes of invasions. This option was selected on cost-effectiveness grounds because the project investment will bring long-term and sustainable solutions to the problems associated with invasive. It minimises the likelihood of costs to the global economy because of the loss of globally significant biodiversity and reduces costs to both the international community and to Sri Lanka in dealing with the impacts of IAS (including managing

invasions, restoring degraded ecosystems, and developing threatened species survival initiatives). The project also incorporates measures specifically designed to improve cost-effectiveness and long-term economic and financial sustainability, including the development of incentives for invasive control, the use of fiscal and market-based instruments, and the identification of long-term financing strategies.

Assessment of project achievements and results as per evaluation criteria

The Consultants will assess and rate the overall implementation, outcomes, results, and impacts of the project using the criteria set forth by the UNDP Guidelines for terminal evaluation of project (relevance, effectiveness, efficiency, sustainability and impact of the achievements and outcomes).

<i>Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation & Execution</i>	<i>Sustainability ratings:</i>	<i>Relevance ratings</i>
6: Highly satisfactory (HS): no shortcomings	4. Likely (L): negligible risks to sustainability	2. Relevant (R)
5: Satisfactory (S): minor shortcomings	3. Moderately likely (ML): moderate risks	1. Not relevant (NR)
4: Moderately satisfactory (MS)	2. Moderately unlikely (MU): significant risks	
3. Moderately unsatisfactory (MU): significant shortcomings	1. Unlikely (U): severe risks	<i>Impact Ratings:</i>
2. Unsatisfactory (U): major problems		3. Significant (S)
1. Highly unsatisfactory (HU): severe problems		2. Minimal (M)
		1. Negligible (N)

N.B: Evaluation ratings (UNDP, 2009)

E. Furthermore, the International Consultant assessed the sustainability of the outcomes (short- and long-term) on environmental and overall benefits, including socio-economic benefits in relation with their level of ownership by the stakeholders of the countries.

Mainstreaming

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

Communications

The consultant team will undertake the Review of the project internal and external communication strategy and mechanisms with stakeholders:

- i. Is communication regular and effective?
- ii. Are there key stakeholders left out of communication?
- iii. Are there feedback mechanisms when communication is received?
- iv. Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?

- v. Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?).

Phase 3 (300): Elaboration and sharing of Evaluation Reports

This phase will include three delivery: i) Preliminary wrap up and presentation of evaluation findings, lessons learned and recommendations; ii) Draft evaluation report and, iii) Final evaluation report

Wrap-up and presentation of mission Conclusions & Recommendations

Open the field the consultant team will compile data and information collected, wrapped up following the field mission and to be presented to UNDP and stakeholders at a workshop to share the conclusions and recommendations and get comments and suggestions from the attendants.

Elaboration of Draft evaluation report

The consultant team will write and submit a full report including methodology, all the expected findings and results, lessons learned, recommendations and annexes. The report will be submitted to UNDP who will share it with the stakeholders for comments and suggestions. The consolidated comments will be forwarded to the consultants to revise and amend the Draft report.

Elaboration of Final evaluation report

The consultant team will review and finalize the Draft report taking into consideration comments and suggestions made by the stakeholders and finalize the evaluation report.

The final report will be submitted to UNDP with along all appendixes and necessary tools as advised by the UNDP guidelines document for terminal Evaluation of UNDP/GEF projects. This will end the evaluation assignment.

5.2.1 Questionnaire for discussion and interview with stakeholders

1. **Name and surname of the numerator:**
2. **Person or Institution interviewed:**
3. **Location:**
4. **Date:**

No.		ANSWER
	INTRODUCTION OF THE TE TEAM AND OBJECTIVES	
Question 1	What do you know about IAS ?	
Question 2	How did you get involved in the project implementation?	
Question 3	Why do you think that IAS should be given attention by the government and the stakeholders?	
Question 4	What was your role and contribution to the project implementation?	
Question 5	What do you think of the project relevance for the country	
Question 6	Did the project awareness activities contribute to improve your knowledge about IAS threat and spread?	
Question 7	Did the project training activities contribute to improve your technical capacity to better control IAS control?	
Question 8	What do you think of the overall project implementation approach?	
Question 9	Did the project team integrate in their approach: i) Ecosystem aspects? ii) Human dimension? iii) Community needs?	
Question 10	Do you think that the project implementation help the government to strengthen IAS policy?	
Question 11	Do you think that the project implementation help the government to strengthen stakeholder's capacity on IAS control?	
Question 12	How did the project team integrate traditional knowledge in its approach?	
Question 13	How do you assess the project achievement relevance?	
Question 14	How do you assess the project achievement efficiency?	
Question 15	How do you assess the project achievement efficiency?	
Question 16	How do you assess the project achievement impacts?	
Question 17	How do you assess the project result impacts?	
Question 18	How do you assess the project team performance	
Question 19	How do you assess the UNDP/GEF contribution	

No.		ANSWER
	and performance?	
Question 20	What are the lessons learned?	
Question 21	What should you recommend for effective measures to put in place to effectively control IAS spread throughout the country?	

5.2.2 Evaluation criteria

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
•	•	•	•
•	•	•	•
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
•	•	•	•
•		•	•
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
•	•	•	•
•	•	•	•
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
•	•	•	•
•	•	•	•
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
•	•	•	•
•	•	•	•

5.3 Evaluation time frame

Activity	Dates
Application closes	31 st January 2017
Selection of consultants (TE team)	6 th February 2017
Submission of project documents to TE team	20-228 February 2017
Contract signature: UNDP & CI	23 February 2017
Document review and preparation of inception report	23 February-02 March
<u>Submission of draft inception report</u>	03 March 2017
Provide initial comments to draft inception report	7th March 2017
Finalization and submission of inception report	9 th March
Travel Montreal to Colombo (Intern. Consult)	4 nd & 5 th March
Briefing and Meeting at UNDP, Project Management UNIT, and Stakeholders	6 th March
Working session with the PMU (preparation of the field trip, discussing about project implementation arrangements, achievements, results, outcomes, constraints, remedial measures, etc.)	7th March 2017
Colombo - meeting officials, data collection, interview of stakeholders, consultations (Includes UNDP, M/MD&E, FD, DWLC, MEPA, Plant & Animal Q)	8 th March
<u>Field Evaluation Mission:</u> (Travel to Hambantota, Kaluthara, Kandy, Nuwara Eliya, Puttalam, Polonnaruwa and Trincomalee), meeting officials and field project teams, site visits, data collection, interview of stakeholders, consultations	Break in to 3 trips 9 th – 10 th 13 th – 15 th and 17 th and 18 th (Saturday)
Analysis of field data	19 th and 20 th morning
Wrap-up and Presentation of initial findings	20 th March afternoon
Submission of Draft Final Terminal Evaluation Report	27th March

Submission of comments to the Draft report	30th March – April 6 th , 2017
Final Terminal Evaluation Report Submission after incorporation of comments	17th April

5.4 Terminal evaluation consultation Schedule and itinerary of field visits

Date	Time	Activity	Remarks
6th March 2017 (Monday) Visits in Colombo	9.00 – 11.00 am	Meet Dr. Vishaka and team at UNDP CO	Sir Ananda, Vajira, Safinas, Sureka, Shyara and Dilki to attend
	2.00 – 5.00 pm	Meeting Project Team at FD Conference Room	Project Director, Surani, Kalyani, Samantha, Asanka, Himali, Gauri Nelson and project staff (Sir Ananda, Vajira, Safinas, Surangi, Mr. Thilakaratne, Nalin)
		2 – 3 pm General discussion on Project Implementation	
		3- 4 pm Specific project activities	
7th March 2017 (Tuesday) Visits in Colombo		4- 5 pm Discussion with Dr. Nirmali(Project Advisor – IAS Fauna) and Dr. Sudheera – Consultant IAS Risk Assessment / IAS research)	
	8.30am – 10.00 am	Forest Department (CGF and Dr. Weerawardhana and Ms. Bandumala/ Cell Manager)	
	10.30 am – 12.00 noon	DWLC (DG, Dr. Lakshman and Mr. Suraweera /Cell Manager)	
	12.30 pm – 1.30 pm	Lunch break	
	2.30 pm – 4.00 pm	Assistant Director, Plant Quarantine, Katunayake (Ms. Jayani Nimanthika)	
8th March 2017 (Wednesday) Visits in Colombo	8.30 am – 10.00 am	MEPA (Dr. Terney, Mr. Ravi and Ms. Mihirani)	
	10.30 am – 12.00 noon	Customs (DG, Mr. Niyarepola/ Cell Manager)	
	12.30 pm – 1.30 pm	Lunch break	
	2.00 pm - 3.30 pm	Irrigation Dept (DG, Mr. Abeyesiriwardhana/ Cell Manager)	
	3.30 pm – 4.30 pm	Mr. Dissanayake, Additional Secretary of MoMD&E	
9th March 2017 (Thursday) Visits in the Field	6.30 am	Leave for Hambantota (Dr.Sayaka, Sir Bandarathillake, Ms. Kalyani)	Sir Ananda Wijesooriy will join the team
	9.00 am – 11.30 am	Bundala NP	
	12.30 pm – 1.30 pm	Lunch	
	2.30 pm – 4.30 pm	FD site(Mr. Munasinghe/ DFO, Mr. Samarasinghe RFO, Mallasnagala)	

	5.00 pm	Leave for Kalutara	Night at Kalutara
10 th March 2017 (Friday) Visits in the Field	8.30 am – 9.00am	Leave for DombagahakandaFD site	
	9.00 am – 10.30 am	Inspect Dombagahakanda site with FD officers(Mr. Kumarasiri, DFO)	
	10.30 am – 11.00 am	Leave for Runakanda FD site	
	11.00 am – 12.30 pm	Inspect Runakanda site with FD officers (Mr. Kumarasiri, DFO)	
	1.00 pm	Leave for Colombo	
Weekend (Saturday & Sunday) in Colombo			
13 th March 2017 (Monday) Visits in the Field	6.00 am – 9.30 am	Leave for Puttlam	
	9.30 am – 10.00 am	Meet DFO - FD, Puttalam	
	10.00 am – 10.30 am	Visit Tabbowasite with FD officers (Mr. Sumedha – Adl DFO/ Cell manager, Col. Imal – Defense)	
	10.30 am - 12.00 am	Inspect Tabbowa site	
	12.00 am – 3.00 pm	Proceed to Habarana and Lunch at Anuradhapura	
	3.00 pm – 3.30 pm	Visit Hurulu Biosphere Reserve – FD (Mr. Wasantha, DFO/ Cell Manager)	
	3.30 pm – 5.30 pm	Inspect Hurulu FD site	
	5.30 pm – 7.00 pm	Proceed to Trincomalee	Night at Trincomalee
14 th March 2017 (Tuesday) Visits in the Field	8.30 am – 9.30 am	Leave for Thanan-parichchan FD site, Morawewa	
	9.30 am – 10.30 am	Inspect Thanan-parichchan site (Dr. Wasantha, DFO)	
	10.30 am - 11.30 am	Proceed to Kanthale FD site – Santhiyaru Bridge	
	11.30 am – 12.30 pm	Inspect Santhiyaru Bridge FD site(Dr.Wasantha, DFO)	
	12.30 pm – 1.30 pm	Proceed to Habarana	
	1.30 pm – 2.30 pm	Lunch break	
	2.30 pm – 5.00 pm	Proceed to Kandy	Night at Kandy
15 th March 2017	8.00 am – 8.30 am	To National Herbarium at Peradeniya	Project Director will join the team

(Wednesday) Visits in the Field	8.30 am – 9.30 noon	Meeting at the National Herbarium (Dr. Achala, Dr. Nadeeka)	from Peradeniya.
	9.30 am – 10.30 am	Mr. Weligamage, Assistant Director – Plant Protection Division, DOA, Ms. Sandya	Possibility to meet DG – Dept of Animal Production and Health and relevant staff - Not yet confirmed
	10.30 – 11.00 am	Tea break	
	11.00 – 12.30 pm	Meet Prof. Siril, Prof. Marambe, Dr. Pradeepa (NISSG Members)	
	12.30 pm – 1.15 pm	Lunch break	
	1.15 am – 2.15 pm	Proceed to Kotmale	
	2.15 pm – 5.00 pm	Discussion and visit sites of MASL, Kothmale (Mr. Adikari / Mr. Attanayake)	
	5.00 pm – 6.30 pm	Proceed to NuwaraEliya	Night at NuwaraEliya
16th March 2017 (Thursday) Visits in the Field	8.00 am – 8.30 am	To Sri Lanka Forestry Institute (SLFI)	
	8.30 am – 10.30 am	Meet Director and discussion with Director and the Staff on training program on IAS - Dr. Bandara	
	11.00 am – 12.00 noon	Meet DFO, NuwaraEliya (optional)	
	12 noon – 1.00 pm	Lunch break	
	1.00 noon -2.00 pm	Proceed to Kiriwanneliya FD site (Ms. Thulani, DFO)	
	2.00 pm – 4.30 pm	Inspect Kiriwanneliya site with FD officers	
	4.30 pm – 7.30 pm	Proceed to Colombo	
17th March 2017 (Friday) Visits in Colombo	9.30 am – 10.30 am	Meet Secretary, MoMD&Eat Mahaweli Authority Building	
	2.00 pm – 5.00 pm	Meet Project team or any other officers (optional)	
20th March 2017	2.30 – 5.00 pm	Presentation - Initial findings and wrap up discussion of the Terminal Evaluation	Invite Ministry, BDS, UNDP officers, Project staff, Stakeholder Agencies, NISSG members

5.5 List of people interviewed

	Name	Designation	Relationship to the Project
A	United Nations Development Program (UNDP)		
1	Dr. Vishaka Hidallage	Asst. Country Director, UNDP, Sri Lanka	UNDP staff
2	Ms. Sureka Perera	Program Analyst, UNDP	UNDP staff
3	Ms. Shyara Bastian	Program Associate, UNDP	UNDP staff
4	Ms. Safinas Inniyas	Associate, IAS Project, UNDP	Program Associate, IAS Project
B	Executing Agency, Ministry of Mahaweli Development and Environment (M/MD&E)		
5	Mr. Dissanayake	Additional Secretary	M/MD&E
C	Project Monitoring Unit (PMU), M/MD&E		
6	Ms R H M P Abeykoon	Director, Biodiversity Secretariat (BDS) of M/MD&E and Project Director	Executing Agency PMU
7	Mr Vajira Hettige	UNDP, Project Technical Coordinator	PMU staff
8	Ms. Kalyani Premathilake	Programme Assistant	PMU staff
9	Ms. Surani Pathirana	Assistant Director	PMU staff
10	Mr. Ananada Wijesooriya	Former UNDP, Project Management Specialist	Technical Supervisor
11	Mr. P. Thilakaratne	Training Consultant	PMU consultant
12	Mr. Nalin Chaminda	Communication Consultant	PMU consultant
D	Forest Department (FD)		
11	Mr. Anura Sathurusinghe	Conservator General of Forests,	Head of the FD
12	Dr. Weerawardhana	Addl. Conservator General of Forests (Research & Education)	National Coordinator of FD
13	Ms. Bandumala	Deputy Conservator of Forests, (Reseach)	Cell Manager, FD
E	Department of Wildlife Conservation (DWLC)		
14	Mr. Manjula Amararatna	Director, Operations, DWLC	DWLC staff
15	Mr. Channa Suraweera	Asst. Director, DWLC	Cell Manager, DWLC
F	Plant Quarantine Service, Dept of Agriculture		
16	Ms. Jayani Nimanthika	Assistant Director, Katunayake	DOA staff
G	Marine Environment Protection Authority (MEPA)		
17	Rear Admiral Rohan Perera	Chairman, MEPA	MEPA staff
18	Dr. D.B Terney Pradeep Kumara	General Manager & CEO, MEPA	MEPA staff

19	Mr. Ravi de Silva	Senior Marine Env. Officer	Cell Manager, MEPA
20	Ms. Mihirani Subasinghe	Marine Marine Env. Officer	MEPA staff
H	Department of Customs		
21	Mr. R.D.A.M.G Niyarepola	Deputy Director of Customs	Cell Manager
I	Irrigation Dept		
23	Mr. T.P Alwis	Addl. Director General, Engineer	Irrigation Dept
24	Mr. D. Abesiriwardana	Deputy Director, Engineer	Cell Manager
J	Bundala National Park, DWLC		
25	Mr. R.G.R.S. Ranathunga	Park Warden	DWLC staff
26	Mr. Prashantha Wimaladasa	Asst. Director	Cell Manager, SP
27	Mr. Channa Suraweera	Asst. Director	Cell Manager, DWLC
K	Kalutara Division, Forest Department		
29	Mr. M.M.G, Kumarasiri	Divisional Forest Officer, Kalutara	FD staff
30	Mr. Piyal Perera	Range Forest Officer, Ingiriya Range	FD staff
L	Puttlam Division, Forest Department		
32	Mr. D.M.B.M.Bandara	DFO, FD	FD staff
33	Mr. Sumedha Buddadasa	Addl. DFO, FD	Cell Manager,NWP,FD
M	Puttlam Division, Sri Lanka Army		
35	Left. Curl. Asela Arachchi	Sri Lanka Army Officer	Extraction of <i>Mimosa pigra</i>
36	Mr. Upali Bandara	Sri Lanka Army Officer	Extraction of <i>Mimosa pigra</i>
N	Polonnaruwa Division, FD, Habarana Range, Hurulu Biosphere Reserve		
37	Mr. C.G.Priyantha	Range Forest Officer, Habarana	FD Staff
38	Mr. E.M.S.S.K. Karunaratna	Bear Forest Officer, Habarana	FD Staff
39	Mr. A.L.R.Y Attapattu	DA, Hurulu Park	FD Staff
40	Mr. Milton De Silva	Guide, A community member	Community member
P	Trincomalee Division, FD, Thanan-parichchan, Morawewa and Sirimangalapura, Kanthale		
41	Dr. Wasantha Liyanage	DFO, FD	Cell Manager,EP, FD
42	Mr. T.M.C.K. Tennakoon	RFO, Trinco Range	FD staff
43	Mr. D.M. Seneviratna	BFO, Namalwatta Beat (Morawewa)	FD staff
44	Mr. J. Sisira Kumara	BFO, Seruwila	FD staff
45	Mr. Mahandra Nandasena	RFO, Kanthale	FD staff
46	Mr. M.K.S. Udayanga	Addl. RFO, Kanthale	FD staff
Q	Meetings at the National Herbarium, Peradeniya, Kandy		
47	Dr. Achala Attanayake	Deputy Director, Botanical Gardens	Botanical Gardens staff
48	Mr. S.S. Weligamage	Deputy Director, Pl. Protection, DOA	DOA staff

49	Ms. Sandya Hemachandra	Asst. Director, Pl. Protection Center	DOA staff
50	Ms. Udeni Bandara Piyathissa	Development Officer (DO)	
51	Prof. Budhdi Marambe	Faculty of Agriculture, Uni. of Peradeniya	NISSG Member
52	Prof. Siril Wijesundara	NIFS	NISSG Member
53	Dr. Pradeepa de Silva	Faculty of Agriculture, Uni. of Peradeniya	NISSG Member
R	Mahaweli Authority of Sri Lanka (MASL), Kothmale		
54	Mr. A.M.K.B. Attanayake	Director, MASL	MASL staff
55	Mr. Senaka Adikari	MASL	Cell Manager, MASL
S	Sri Lanka Forestry Institute (SLFI), FD, Nuwara Eliya		
57	Dr. K.M.A. Bandara	Director, SLFI	SLFI staff
58	Mr. Sarath Jayapala	Lecturer, SLFI	SLFI staff
59	Ms. Shilpa de Silva	Lecturer, SLFI	SLFI staff
60	Mr. J.V.S. Soysa	ACF, Lecturer, SLFI	SLFI staff
61	Mr. Panduka Weerasinghe	Program Assistant, Lecturer, SLFI	SLFI staff
62	Ms. Thulani Kularatna	DFO, Nuwara Eliya, FD	FD staff
T	Kiriwanneliya site, Hatton Range, Nuwara Eliya		
63	Mr. M.M.U.P. Yalgama	RFO, Hatton Range	FD staff
64	Mr. E.L. Jayathissa	BFO, Morahengama	FD staff

5.6 Summary of field visits

Summary of Meetings and Interviews with Key Stakeholder Organizations during the TE Mission, including field visit summary

The Terminal Evaluation (TE) Mission was in Colombo from 7th - 8th March 2017 and visited 08 key stakeholder organizations located in Colombo, and the field visits were carried out from 9th - 17th to visit and inspect twelve (12) best practices project sites and interview relevant members of stakeholder organizations. The stakeholder organizations and best practices projects visited including their activities are summarized below.

A. The meetings and Interviews held in Colombo			
No	Stakeholder Organisation Visited	Key Persons Interviewed	Summary of Activities Implemented
1.	United Nations Development Program (UNDP) , Colombo.	Asst. Country Director, Program Analyst and Program Associate, UNDP, Project Technical Coordinator	GEF implementing Agency of the project.
2.	Ministry of Mahaweli Development and Environment (M/MD&E)	Additional Secretary and Director, Biodiversity Secretariat (BDS) and Project Director,, PMU staff.	Implementing agency of the project for Sri Lanka, through Biodiversity Secretariat (BDS) (executing agency for MMDE). Project Management Unit (PMU) have been housed in BDS office in the MMDE
3.	Forest Department, Battaramulla.	Conservator General of Forests & Addl. Conservator General of Forests	Implemented 08 best practices projects in several districts. Dr. Weerawardana (Addl. Conservator General of Forests) is a member of the National Invasive Species Specialist Group (NISSG). Training and awareness has been done to officers (TOT) to use as resource person for future awareness programs. Five (05) provincial IAS Cell Managers are represented.
4.	Department of Wildlife Conservation (DWLC)	Director, Operations and Asst. Director of DWLC	Member of the NISSG. Implementation and monitoring of IAS control and restoration in one pilot site (Bundala National Park). Two (02) provincial IAS Cell Managers are represented.
5.	Plant Quarantine Service, Dept of Agriculture	Asst. Director of Plant Quarantine	Operates under the Dept. of Agriculture as the main stakeholder agency. Entry/Introduction of plant species to Sri Lanka are controlled by them. One baseline assessment has been done by NPQS
6.	Marine Environment Protection Authority	Chairman, General Manager & CEO of MEPA and	Stakeholder agency and IAS Cell manger representing. One baseline

	(MEPA)	Senior Marine Env. Officer	assessment has been done by MEPA on marine invasive species. A separate division was established in 2016. Seven (07) officers have been trained.
7.	Department of Customs	Deputy Director of Customs	Stakeholder agency. An IAS cell has been established. Prevention entry of the IAS to the country. Training and awareness have been provided to custom officers. Currently IAS control is provided under the existing laws.
8.	Irrigation Department	Addl. Director General & Deputy Director, Engineer	Stakeholder agency and IAS Cell managers of provincial and stakeholder One baseline assessment has been done by Irrigation Dept in water bodies.
B. The meetings and interviews held in the field – (Best practices sites)			
	Best Practices Project Site	Stakeholder Organisation Responsible	Activities Implemented
1.	Bundala National Park	Department of Wildlife Conservation (DWLC)	Implementation and monitoring of IAS (<i>Prosopis juliflora</i> & <i>Opuntia dellemni</i>) control activities and restoration of native vegetation. The removal of <i>Prosopis</i> was started in 2008 with CSR funding. Removal of IAS on pilot scale was started again in 2014 with CSR funding. Since 2014, the removals of IAS were done on MOUs signed with NGOs. Total area removed was 29 ha. Baseline survey of IAS was done in 2015 and research activities started in 2016.
2.	Dombagaskanda (180 ha.)	Forest Department (FD), Kalutara district	The purpose of the project was for Implementation and monitoring of IAS (<i>Bata-Ochiandra stridula</i>) control activities and restoration of native vegetation. Total forest area 180 ha. Five (05) sample plots of 0.1 ha each have been established to monitor the removal of <i>Ochiandra stridula</i> . The IAS project has provided funding for 2016. The study should be continued for further period of time. The DFO has submitted a proposal to FD to continue the study after 2017. Preliminary results show that total number of species found per plot when IAS are present was 45 and when IAS are present was 40.
3.	Morapitiya-Runakanda	Forest Department (FD), Kalutara district	A study has been undertaken to study Implementation and monitoring of IAS

			<p>(<i>Alstonia macrophylla</i>) control activities and restoration of native vegetation.</p> <p>Baseline survey was done in 2016 prior to the treatment. Treatment of debarking of mature trees and uprooting of saplings has been done in 2016. According to present observations, about 10% regeneration had been <i>Alstonia</i> and 90% regeneration was native species.</p>
4.	Thabbowa site (Puttlam district)	Forest Department (FD) & Sri Lanka Army - Puttlam district	<p>Control of Kalapu-andara (<i>Prosopis juliflora</i>) by Sri Lanka Army in cooperation with Forest dept in Puttlam district. The site basically target to Pilot test appropriate to IAS utilization practices</p> <p>A 50 ha block of forest land with <i>Prosopis</i> have been allocated for the study. At the time of visit by the team 25 ha. Have been completed. The estimated cost for removal of 50 ha of <i>Prosopis</i> was Rs. 5.2 million which has been provided by the project.</p>
5.	Hurulu Biosphere Reserve in Habarana	Forest Department (FD), Polonnaruwa district	<p>Main activity of the project is Implementation and monitoring of IAS (<i>Lantana camara</i>) control and restoration activities in the Hurulu Biosphere Reserve. Eco park was established in the Biosphere Reserve in 2007. The total forest area is 18,200 ha and of this 2,700 ha have been included in the Eco park.</p> <p><i>Lantana camara</i> has been removed in 09 blocks (65 ha) in 2014, 59 ha 2015 and 120 ha (in 4 blocks) in 2016. Total extent of <i>Lantana</i> removed was 244 ha. In three years. Native species have been planted in part of this area (120 ha) Funding not available for 2017 to continue the work.</p>
6.	Thanan-parichchan site, Morawewa,	Forest Department (FD), Trincomalee district	<p>Implementation and monitoring of IAS (<i>Mimosa pigra</i> & <i>Chromalina odorata</i>) control and restoration activities. in 50 ha forest block. Manual removal and planting of native species is being done. Area of 20 ha completed in 2015. Estimated cost is around Rs. 31,542 per ha for removal of IAS species.</p>
7.	Santhiyaru bridge site,	Forest Department (FD),	IAS control activities started in 2014

	Sirimangala pura, Kantale	Trincomalee district	for removal of <i>Mimosa pigra</i> which was a serious threat to regeneration of native forest species in the area. Implementation and monitoring of IAS (<i>Mimosa pigra</i>) control and restoration activities in forest blocks of 10 ha (2014) and 40 ha (2015) (Total 50 ha). Removal of <i>Mimosa pigra</i> had been done by using machines, maintenance was done manually. Local species such as Mee, Kumbuk, Milla, Kohomba etc were planted after removal of <i>Mimosa pigra</i> . In 2016, the cost of removal and planting was around Rs. 136,250.00 per ha.
8.	Royal botanic garden, Peradeniya	Royal botanic garden, Peradeniya	Stakeholder agency and have developed a demonstration site in the botanic garden. Awareness material produced and training provided.
9.	National Herbarium at Peradeniya	Agriculture dept & University of Peradeniya, Faculty of Agriculture	Agriculture dept is a key stakeholder agency, and IAS Cell manger is represented. One baseline assessment has been done. Met three members of the National Invasive Species Specialist Group (NISSG) and discussed about the project work and their role in development of national policy and IAS Act.
10.	Mahaweli Authority of Sri Lanka (MASL), Kothmale	Mahaweli Authority of Sri Lanka (MASL)	MASL is a key stakeholder agency, representing stakeholder and provincial cell managers. <i>Mimosa pigra</i> is the main IAS species in this area. The area with <i>Mimosa pigra</i> has been mapped (370 ha). MASL is providing funding for removal of IAS. Rs. 02 million and Rs. 7.1 million have been allocated for IAS control in 2016 and 2017 respectively.
11.	Sri Lanka Forestry Institute (SLFI)	Sri Lanka Forestry Institute (SLFI)	A key stakeholder agency. Most of the project trainings have been done with the collaboration of the SLFI. A comprehensive course on 'control and management of IAS in Sri Lanka' was conducted in the institute in March/April 2016, and the second course was conducted in November 2016 for senior and technical officers

			from different organisations.
12.	Kiriwaneliya site in Hatton Range	Forest Department (FD), Nuwara Eliya district	Implementation and monitoring of IAS control and restoration activities was the key activity in this area. <i>Miconia calvescens</i> and <i>Clusia rosea</i> are the main IAS found in this area. These two species have been removed in 5 ha area within Kiriwaneliya forest reserve

5.7 List of documents reviewed

- Project Document (UNDP/GEF) – “Strengthening capacity to control the introduction and spread of Alien invasive species in Sri Lanka”
- Project Implementation Reports (PIR’s) 2013-2016
- Quarterly progress reports and work plans of the various implementation task teams
- Audit report- 2015
- Finalized GEF focal area Tracking Tools at CEO endorsement and midterm
- Project Mid Term Review Report (UNDP/GEF/GOSL), 2015 - “Strengthening capacity to control the introduction and spread of Alien invasive species in Sri Lanka”
- Consolidation Report (UNDP/GEF/GOSL), 2015
- Annual Work Plan and Budget 2013 – 2016
- National Communication Strategy and Action Plan to battle Invasive Alien Species in Sri Lanka, March 2016
- Financial and Administration guidelines used by Project Team
- Communication & Media - Publication & Knowledge Products
- GEF Tracking Tools
- Minutes of the Board Meetings
- **UNDP, 2012:** Project-level Evaluation guidance for conducting Terminal Evaluations of UNDP-Supported, GEF-financed projects; 58p
- Procurement Plan 2016 – 2017
- Project Consolidation Report, (GEF/UNDP/GOSL), 2015
- Project Implementation Reports, 2014, 2015, 2016
- Quarterly Monitoring Reports, 2015 & 2016
- Research Symposium, 2014 & 2017
- Risk Assessment Report (Flora and Fauna) – “Status of Invasive Alien Plant Species of Sri Lanka”
- Risk Assessment Protocols (up dated) - An updated Risk Assessment for prioritization of IAS in Sri Lanka
- **S.H. Bandumala:** Project title: Control and Management of *Lantana camara* in Knuckles Forest Reserve; Forest research institute, Kumbalpola, Boyagane; pwpt.

5.8 Project Staff

(Recruited or assigned by MMED from 2014 to 2017)

No.	Name	Designation	Key role	Job Type	Institute	Period
01	Mrs. R.H.M.P.Abeykoon	Project Director	Overall in charge of the IAS Project in the Ministry	1/3 basis – in BDS permanent staff	BDS/MoMDE	27/08/2014 – 31/03/2017
02	Mr. D. Abeysuriya	Project Accountant	Overall in charge of the project financial management in the Ministry	1/3 basis – in Ministry permanent staff	Finance/MOMDE	27/08/2014 – 31/12/2015 & 01/10/2016 – 31/03/ 2017
03	Mr. G.H. Gunawardhana	Technical Advisor	Support Project Director for Technical Supervision of the Project activities and assist Project Management activities	Contract Basis	UNDP	April 2014 – December 2014
04	Mrs. C.S. Kariyawasam	Junior Project Manager (Technical)	Provide Technical and Management Inputs for Project Implementation	1/3 basis – in Ministry permanent staff	BDS/MOMDE	27/08/2014 – February 2015
05	Mr. M.N. Fernando	Junior Project Manager (Admin)	Maintain Financial Accounts and finances, Administrative Records of the Projects	1/3 basis – in Ministry permanent staff	Finance/MOMDE	27/08/2014 – 31/03/ 2017
06	Mr. W.A.D.A. Wijesooriya	Project Management Specialist	Support Project Director for Project Execution, Management of PMU staff	Contact Basis	UNDP	July 2015 - 31/12/2016
07	Mrs. K.P. Pemathilake	Junior Project Manager (Technical)	Provide Technical and Management Inputs for Project Implementation	1/3 basis – in Ministry permanent staff	MOMDE	28/03/2016 – 31/3/ 2017
08	Mr. Asanka Wijewardhana	Programme Assistant	Officer responsible for Media and Communication work in BDS, Organizing the communication events and printing publications	Ministry Permanent Staff	BDS/MOMDE	31/3/2017
09	Mr. S.K.S. Pamarathne	Project Manager	Overall in charge of the project activities/ day to day operations, Management of Project Assistants	Contract Basis	BDS/MoMDE	01/04/2016 – 10/01/2016

10	Mr. Vajira Hettige	Technical Coordinator	Liaison person between UNDP and Ministry, Planning and execution of Project activities and technical coordination, Responsible for UNDP Direct Implemented Project Activities	Contract Basis	UNDP	December 2014 – 31/3/2017
11	Mrs. Inniyas Safinas	Project Associate	Preparation of Project Budgets, financial reporting and requests to UNDP, Procurement of equipment, support project activities	Contact Basis	UNDP	01/04/2015 -31/3/2017
12	Mr. D.M.N. Diyawadana	Project Manager	Overall in charge of the activities/ day to day operations of the Project, Management of Project Assistants	Contract Basis	BDS/MoMDE	01/08/2016 – 14/10/2016
13	Ms. A.G.A.A.M. Abewickrama	Project Assistant	Administration of Project activities	Contract Basis	MOMDE	01/10/2014-31/04/2015
14	Mrs. G.A.M.S.S. Gunarathne	Project Assistant Admin & Train/Communic	Administration of Project activities – training and communication	Contract Basis	MOMDE	03/11/2014-31/3/2017
15	Mr. M.I.U.F. Jayasuriya	Project Assistant Admin, Dev/Education mat	Administration of Project activities including development of education materials	Contract Basis	MOMDE	20/04/2015 – 02/07/2015
16	Mr. T. Bodhikotuwa	Project Assistant Best practices	Administration of Project activities including IAS best practice projects	Contract Basis	MOMDE	20/04/2015 – 15/10/2015
17	Ms. S. Sharaniya	Project Assistant Outcome 4	Administration of Project activities under the outcome 4 (Knowledge)	Contract Basis	MOMDE	20/07/2015 – 31/12/2016
18	Ms. S.T. Sabaragamukorale	Project Assistant Outcome 2	Administration of Project activities under the outcome 2	Contract Basis	MOMDE	09/11/2015 – 31/01/2017
19	Mrs. K.P. Buddini	KKS	Assist in day today operation	Contract Basis	MOMDE	02/03/2015 – 27/07/2015

			of the office such as printing and preparation of files, obtain signature, organizing tea, refreshments for meetings/ workshops			
20	Mr. S.A.B.I. Suraweera	KKS	Assist in day today operation of the office such as printing and preparation of files, obtain signature, organizing tea, refreshments for meetings/ workshops	Contract Basis	MOMDE	15/10/2015 – 12/01/2016
21	Ms. P.K.H. Gamage	KKS	Assist in day today operation of the office such as printing and preparation of files, obtain signature, organizing tea, refreshments for meetings/ workshops	Contract Basis	MOMDE	28/03/2016 – 03/06/2016
22	Mr. K.D. Madushanka	KKS	Assist in day today operation of the office such as printing and preparation of files, obtain signature, organizing tea, refreshments for meetings/ workshops	Contract Basis	MOMDE	01/09/2016 – March 2017
23	Ms. Himali Gamage	Development Officer	Preparation of draft IAS Act with the support of the legal consultant and legal division of the ministry	Ministry permanent Staff	BDS/MOMDE	July 2015 – March 2017
24	Gauri Rajakaruna	Environment Management Officer	Contract Management support with Ministry of Defense – Thabbowa <i>Prosopis</i> Management Project	Ministry permanent Staff	BDS/MOMDE	June 2016 – March 2017
25	Nalin Chaminda Meemanage	Communication Consultant	Development of the knowledge products and implementation of the communication plan of the	Consultant	MOMDE	16/5/2016 to 31/3/ 2017

			Project			
26	K.V.P Thilakaratne	Training Consultant	Preparation of training plan and conduct IAS training programmes	Consultant/ Resource Person	MOMDE	October 2015 – 31/3/2017

5.9 Budget execution (UNDP Atlas)

Atlas Activit y. No	Project Outcome Description	Pro.doc Budget Allocation	Liquidated expenditure-fund code 62000 (extracted from annual CDRs)				
			(A) 2012	(B) 2013	(C) 2014	(D) 2015	(E) 2016
			USD	USD	USD	USD	USD
1	Improved Regulatory Framework for IAS Management	277,500.00	53,437.28	5,937.32	15,482.17	9,972.02	35,632.24
2	National Coordination Mechanism for IAS Management is established	370,000.00	-	589.79	60,202.20	92,467.42	272,258.45
3	Key Stakeholders are mobilized to address IAS	995,000.00	-	7,916.04	196,473.65	128,264.56	294,575.48
6. Know. Mgt*	Regular system for knowledge collection and management established*		-			51,033.89	159,109.38
5	Project Management Costs (PMC)	182,500.00	1,059.24	310.61	31,846.40	146,620.90	(35,837.53) ¹⁸
TRAC expenditure				105.89			
Gain/Loss charges		-	(457.02)	255.39	(263.47)	8,612.57	5,886.34
Other service charges		-		24.60			20.15
Total		1,825,000.00	54,039.50	15,139.64	303,740.95	436,971.36	731,644.51
Unliquidated Commitments (shown in 31.12.2016 CDR)							126,239.51
(*)- post consolidation and MTR							

PMC costs for the full project period (after 2015 and 2016 PMC re-adjusted)

2012- Actual	2013- Actual	2014-Actual	2015-Actual	2016-Actual	2017-Budget	Total
1,059.24	310.61	31,846.40	75,458.93	35,324.44	38,500.00	182,499.62

Summary of Financial status of the IAS Project (March- 2017)

Total Budget (USD)	Expenditure as at 31 st of December 2016	Balance for 2017 (including 2016 liquidated commitments)	2017 expenditure as at 22 nd of March (including liquidated commitments of 2016)
1,825,000	1,541,536	283,464 (including unliquated commitments 2016)	172,934

¹⁸ Negative figure is reflective due to PMC actual cost reversals from 2015 and 2016. A total cost of USD 107,407.28 has been reversed out of PMC to keep to the PMC limit for the full project period. This reversal is reflected in the 2016 CDR. This was initiated to maintain the PMC costs within 10% ceiling.

Table 5.9.3: Details of unliquidated commitments as on 22nd March 2017

	Commitment type	Amount (USD)
1	Printing	17,800
2	Training	8,000
3	Technical Advisors	6,132
4	Research	4,200
5	Payments for consultants	6,006
6	Staff Salaries	3,766
7	Travel	3,333
8	Pilot Test- Thabbowa	17,333
9	Miscellaneous /supplies	1,950
	Total	68,520

Table 5.10.1: Assessment of IAS Best Practices Projects: Recommendations and lessons learned

(1) INSTITUTE/OR GANIZATION	(2) LOCATION/DIST RICT	(3) YEARS OF IMPLE MENT ATION	(4) ACTIVITIES, ACHIEVEMENTS & PRACTICES DEVELOPED	(5) LESSONS LEARNED AND RECOMMENDATIONS
MAS Linea AQUA Pvt Ltd	Bundala National Park, Hambantota	2014	<i>Prosopis juliflora</i> removed by mechanically in 10 ha within the Bundala park under the supervision of Dept. of Wild Life Conservation officers. The periphery villagers (CBOs) will participated to these activities Facilitate to regenerate the native seedlings and planted the suitable native species	Capacity development of the CBOs how to control Income generated the CBOs to work in the site
WTSS/Wanasar anaThurulatha Swethchay Society	Embilikala lagoon, Bundala National park, Hambantota	2014	<i>Prosopis juliflora</i> removed by manually & mechanically in 05 ha within the Bundala park under the supervision of Dept. of Wild Life Conservation officers. The periphery villagers (CBOs) will participated to these activities Facilitated to regenerate the native seedlings and planted the suitable native species	Capacity development of the CBOs how to control Income generated the CBOs to work in the site and the preparation of plants to grow (plant nursery)
Sinhala Buddhist Environment Foundation	Water channels & upland area of Hikkaduwa Divisional Secretariat Hikkaduwa	2014	Removed <i>Panicum maximum</i> in the plantation areas abundant lands and <i>Eichhornia crassipes</i> & <i>Salvinia molesta</i> in the water channels and small streams by manually Aware the villagers about the IAS species by discussion forums Preparation leaflet and banner under the supervision of the project to display the areas abundant in IAS and dispersed the leaflet to farmers , villagers To use IAS as compose preparation	Capacity development of the general public including farmers, small scale planters of Cinnamon plantation Income generation of the villagers Increased productivity of the cinnamon industry
Green Movement of Sri Lanka	Puttlam District Puttlam	2014	Tried to make the active carbon from <i>Prosopis juliflora</i> . But due to transportation problems the NGO could not be achieved their targets Removed <i>Prosopis</i> in 05 ha from the total Mapping the areas which were spread	Income generated the villagers According to the prevailing regulations the target could not be achieved
District Secretary/Jaffna	Jaffna district	2014	Manually removed the <i>Parthenium</i> 10 DS divisions in Jaffna district Aware the general public and farmers, agricultural officers in the Provincial agriculture	Income generated to the farmers and villagers Increased the crop production Protection of the public health

SLLRDC/Sri Lanka Land Reclamation Development Cooperation	Marshy land in Thalawathugoda	2014	Mechanically removed the <i>Annona glabra</i> in watery area (4 plots) Planted the suitable plant species in removed area Manually removed <i>Salvinia molesta</i> and <i>Hydrilla</i> in small water channels Used these species to prepare compost as the manure for planted species Improved the student research area	Capacity build up for the general public Facilitated to the research studies of the academics and university students Increased the picturesque environment Improved the insitu conservation
Jana Aruna Foundation	Bellanwila-Atthidiya sanctuary Bellanwilla	2014 & 2015	Removed <i>Annona glabra</i> by mechanically in 05 ha marshes by supervision of Dept. of Wild life and the instructions of Sri Lanka Land Recommendation Development Commission Removed mechanically <i>Eichhornia</i> in Weressa river	Capacity Development
Ambalangoda Development Foundation	Water channels connected with Madampavila tank and 10 ha. in Ambalangoda Divisional Secretariat	2014		The relevant expert and the BDS officials has not recommended the activities done by the NGO and withdrawn the agreement.
Forest Department	Hurulu Environment Gardent, Hurulu M&B Reserve Polonnaruwa	2014	1 st phase covered by 50 ha by removing the <i>Lantana camara</i> in the MBR by manually	Capacity development and income generated the CBOs Improved fodder cover as the elephant food Increased the Dept. income and the ecotourism activities
Pallepola Pradeshiya Saba/Matale District Secretariat	Nalanda Reservoir Matale	2014 & 2015	Mechanical removal of <i>Mimosa pigra</i> in reservoir and planted the species adapted to water lodged environment	Developed the capacity building of the general public Facilitated to farmers and general public to use the water their agriculture activities and day today work
Forest Department	Knuckles Forest Reserve Matale	2014	Removed by manually	Capacity building and income generated the public Facilitated to the natural regeneration of the forest species
Forest Department	Mahweli river north reserve, Sruwila-Kantale Road,	2014	Mechanically and manually removed 50 ha Replanted the native species	Capacity building and income generated by the CBOs

	Trincomalee			
Arunalu Community Development Centre	Water tanks at Wahakotte, Matale	2014	Removed <i>Eicchornia</i> and <i>Salvinia</i> 04 small water tanks under the supervision of Agrarian Development Dept Prepared Compose manure for the crops Make handicrafts by using the <i>Eicchornia</i>	Capacity building and income generated to farmers and fishermen's Income and improved the knowledge about the women in this area to make handicrafts by using IAS

Table 5.10.2: Annex 5.13: IAS Best practices practiced by demonstration projects

Institute/Organization	Location/District	Planned Extent	IAS Species	Main practices
1. MAS Linea AQUA Pvt Ltd,	Bundala National Park, Hambantota	10 ha	<i>Prosopis juliflora</i> <i>Opuntia dellenni</i>	*IAS removal *Planting native species * Habitat development
2. WTSS/Wanasarana Thurulatha Swethchay Society	Embilikala lagoon, Bundala National park, Hambantota	5 ha	<i>Prosopis juliflora</i> <i>Opuntia dellenni</i>	*IAS removal *Planting native species * Habitat development
3. Sinhala Buddhist Environment Foundation	Water channels & upland area of Hikkaduwa Divisional Secretariat Hikkaduwa	Lanka stream 10 ha	<i>Eichhornia crassipes</i> <i>Panicum maximum</i>	*IAS removal *CBO participation *Canal improvement *Compost making
4. Green Movement of Sri Lanka	Puttlam District Putlam	40 ha	<i>Prosopis juliflora</i>	*IAS removal *Active carbon production
5. District Secretary/ Jaffna	Jaffna district	250 ha	<i>Parthenium weeds</i>	*Control of IAS spread
6. SLLRDC/Sri Lanka Land Reclamation Development Cooperation	Marshy land in Thalawathugoda	4 plots (3528m ²)	<i>Annona glabra</i>	*IAS removal *Planting native species * Environment restoration * Urban park Development
7. Jana Aruna Foundation	Bellawila-Atthidiya sanctuary Bellawilla	05 ha (12 ac)	<i>Eichhornia crassipes</i> <i>Annona glabra</i>	*IAS removal *Planting native species * Environment restoration
8. Ambalangoda Development Foundation	Water channels connected with Madampavila tank and 10 ha. in Ambalangoda Divisional Secretariat	10 ha Madampavila tank	<i>Eichhornia crassipes</i> <i>Panicum maximum</i>	*IAS removal *CBO participation * Environment restoration * Irrigation System Improvement
9. Forest Department	Hurulu Environment Gardent, Hurulu M&B Reserve Polonnaruwa	50 ha	<i>Lantana camara</i>	*IAS removal *Replanting with native spp *Habitat development
10. Pallepola Pradeshiya Saba/Matale District	Nalanda Reservoir Matale	20 ha	<i>Mimosa pigra</i>	*IAS removal *Replanting with native spp

Secretariat				*Envt restoration
11. Forest Department	Knuckels Forest Reserve Matale	2 ha	<i>Lantana camara</i> <i>Solanum mauritianum</i>	*IAS removal *Planting native species
12. Forest Department	Mahweli river north reserve, Sruwila-Kantale Road, Trincomalee	10 ha	<i>Mimosa pigra</i>	*IAS removal *Planting native species
13. Arunolu Community Development Centre	Water tanks at Wahakotte, Matale	04 tanks	<i>Eichhornia crassipes</i>	*IAS removal *Compost making *Handicraft making

Table 5.10.3: Provisional list of invasive alien flora reported in Sri Lanka, their threats and control

(IAS identified in the country as major threats for biodiversity conservation and agricultural development)

Family	Species	Period, Mode and Purpose of Introduction	Nature of threat	Control Measures Implemented
<i>Amaranthaceae</i>	<i>Alternanthera philoxeroides</i>	Possibly during 1980s, as a vegetable	Locally high impact in the montane marshy lands.	Manual removal, awareness campaigns
<i>Annonaceae</i>	<i>Annona glabra</i>	Unknown	In the wet zone, moderate	None
<i>Apocynaceae</i>	<i>Alstonia macrophylla</i>	Unknown	In the wet zone, moderate	None
<i>Asteraceae</i>	<i>Ageratina riparia</i>	1905, introduction to Hakgala Botanic Gardens	Spreading fast, montane to sub montane.	None
<i>Asteraceae</i>	<i>Ageratum conyzoides</i>	Unknown, possibly a contaminant	Low impact	Manual removal
<i>Asteraceae</i>	<i>Chromolaena odorata</i>	Unknown, possibly as a contaminant	Wet and dry zone wastelands moderate to high	Manual removal, chemical and biological control
<i>Asteraceae</i>	<i>Austroeupatorium inulifolium</i>	Unknown	Spreading fast. Montane to sub montane. High impact in Knuckles	None
<i>Asteraceae</i>	<i>Mikania micrantha</i>	Unknown, possibly as a contaminant	Wet and dry zone wastelands moderate to high impact	Manual removal
<i>Asteraceae</i>	<i>Parthenium hysterophorus</i>	During 1980s, IPKF or possibly as a contaminant in Chile seeds	Spreading fast, dry zone. High impact	Manual removal, chemical control, awareness campaigns
<i>Asteraceae</i>	<i>Sphagneticola trilobata</i>	During 1970s, as an ornamental ground cover	Wet and dry zone wastelands; moderate to high impact	Manual removal
<i>Asteraceae</i>	<i>Tithonia diversifolia</i>	1851, introduction to Royal Botanic Gardens, Peradeniya	Montane to sub montane. Moderate impact	None
<i>Basellaceae</i>	<i>Anredera cordifolia</i>	Unknown	Montane moderate impact	Manual removal, awareness campaigns
<i>Bignoniaceae</i>	<i>Millingtonia hortensis</i>	Unknown, introduction to Royal Botanic Gardens, Peradeniya	Spreading, dry zone. moderate impact	None
<i>Cactaceae</i>	<i>Opuntia dillenii</i>	Unknown,	Spreading, dry zone. Moderate to high impact	Manual removal
<i>Clusiaceae</i>	<i>Clusia rosea</i>	1866, introduction to Royal Botanic Gardens, Peradeniya	Spreading fast. Montane to sub montane. High impact	None
<i>Convolvulaceae</i>	<i>Cuscuta campestris</i>	Unknown, possibly as a	Spreading fast. Dry zone to wet	Manual removal

Family	Species	Period, Mode and Purpose of Introduction	Nature of threat	Control Measures Implemented
		contaminant	zone. moderate impact	
<i>Delleniaceae</i>	<i>Dillenia suffruticosa</i>	1882, introduction to Royal Botanic Gardens, Peradeniya	Spreading fast. wet zone. High impact	Manual removal
<i>Fabaceae</i>	<i>Mimosa pigra</i>	1970s, as a bank binder in Mahaweli areas	Spreading fast. wet zone. High impact	Manual removal, chemical control
<i>Fabaceae</i>	<i>Myroxylon balsamum</i>	1870, introduction to Royal Botanic Gardens, Peradeniya	Wet zone. locally Moderate impact	None
<i>Fabaceae</i>	<i>Prosopis juliflora</i>	1880, introduction to Royal Botanic Gardens, Peradeniya, later as a forest tree in the arid zone	Spreading fast. Dry zone. High impact	Manual removal, chemical control
<i>Fabaceae</i>	<i>Ulex europaeus</i>	1888, introduced though Royal Botanic Gardens, Peradeniya	Montane zone, locally moderate impact	Manual removal
<i>Iridaceae</i>	<i>Aristea ecklonii</i>	1889, introduction to Hakgala Botanic Gardens as an ornamental plant from Guatemala	Montane zone, locally high impact	None
<i>Melastomataceae</i>	<i>Clidemia hirta</i>	1894, introduction to Royal Botanic Gardens, Peradeniya	Spreading fast. wet zone to sub montane zone. High impact	Manual removal
<i>Melastomataceae</i>	<i>Miconia calvescens</i>	1888, introduced though Royal Botanic Gardens, Peradeniya	Spreading fast. sub montane zone. High impact	None
<i>Meliaceae</i>	<i>Swietenia macrophylla</i>	1888, introduction to Royal Botanic Gardens, Peradeniya	Wet zone. Locally Moderate impact	Manual removal
<i>Myrtaceae</i>	<i>Psidium littorale</i>	Unknown	Montane zone. locally low impact	None
<i>Pinaceae</i>	<i>Pinus caribaea</i>	Unknown, introduced as a plantation forest tree	Montane zone. locally low impact	None
<i>Poaceae</i>	<i>Arundo donax</i>	Unknown	Montane zone. locally low impact	Manual removal, use as bean sticks
<i>Poaceae</i>	<i>Panicum maximum</i>	Probably around 1803 as a pasture grass	Spreading fast. Dry zone to wet zone. High impact	None
<i>Poaceae</i>	<i>Pennisetum alopecuroides</i>	Unknown	Wet zone low impact.	None
<i>Poaceae</i>	<i>Pennisetum clandestinum</i>	Unknown, introduced as a pasture grass to cattle farms in the montane zone	Montane zone. Locally high impact	None
<i>Poaceae</i>	<i>Pennisetum polystachyon</i>	Probably around 1960s as a	Wet zone. Locally high impact	None

Family	Species	Period, Mode and Purpose of Introduction	Nature of threat	Control Measures Implemented
		pasture grass		
<i>Polygonaceae</i>	<i>Antigonon leptopus</i>	1870, introduced through Royal Botanic Gardens, Peradeniya	Dry zone. Locally moderate impact	Manual removal, chemical control
<i>Pontederiaceae</i>	<i>Eichhornia crassipes</i>	In 1905 as an ornamental plant	Throughout the island. high impact	Manual removal, biological control
<i>Salviniaceae</i>	<i>Salvinia molesta</i>	Probably in 1940 as a study material	Throughout the island. high impact	Manual removal, biological control
<i>Solanaceae</i>	<i>Cestrum aurantiacum</i>	1889, introduction to Hakgala Botanic Gardens	Montane zone. Locally high impact	None
<i>Verbenaceae</i>	<i>Lantana camara</i>	In 1820s as an ornamental plant	Dry zone to wet zone. high impact	Manual removal

Table 5.10.4: IAS Pilot projects implemented in 2016

Project title	Total area Ha.	District	Location	Total budget Rs.	Responsible department	Contact person
1.To control of IAS in Waga area	40	Kalutara	Indikada Reserve, Pelpola GN, Waga	940,825.00	Department of Forest Conservation	Ms. H.S. Bandumala 0717792800 bandumala03@yahoo.com
2.To remove Bata plant in natural forest	5	-do-	Dombagaskanda, Ingiriya	1,392,975.00	-do-	Mr.H.M.G. Kumarasiri 0714471830 dfokalutara@yahoo.com
3. To remove <i>Alstonia</i> plant in natural forest	5	-do	Runakanda proposed reserve, Athwelthota	1,177,605.00	-do-	-do
4.To reduce the invasion of <i>Miconia calvescens</i> and <i>Clusia rosea</i> in natural forests to improve natural regeneration	10	Nuwara Eliya	Kalweldeniya and Kiriwaneliya natural forests, Hatton	1,388,820.00	-do-	Ms. M.A.T.R. Kularatna 0522222329 dfonuw@yahoo.com
5.To remove <i>Miconia</i> & Mana plants spreading over the forest reserve	15	Kandy	Kiriamadeniya reserve, Nawalapitiya	4,164,501.00	-do-	Ms. W.S. Aluvihare 0812204929 dfokandy@yahoo.com
6.To remove the spread of <i>Lantana camara</i> in Hurulu MBR/2 nd stage	100	Polonnaruwa	Hurulu MBR, Habarana	4,060,000.00	-do-	Mr. H.G. Wasantha 0272222040 dfopolonnaruwa@yahoo.com
7.To manage the invasion of Gandapana & Podisinghamaran plants in forest reserve	50	Trincomalee	Thanannparichchan reserve, Morawewa	3,420,000.00	-do-	Dr. W. Liyanage 0779985833 dfotco@yahoo.com
8.To control invasive species	10	Hambantota	Mallasnagala Reserve(but scheduled Samaguliya, Weerawila)	565,620.00	-do-	Mr. Munasinghe 0472220371 dfohambantota@yahoo.com
9.Silvicultural practice to improve the forest diversity	4	-do-	Bundala National Park, Bundala	18,943,813.50	Department of Wildlife Conservation	Mr. P.A.C.N.B. Suraweera 0718181030 Channa.suraweera@gmail

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5.10 Tracking tool

Part VI. Tracking Tool for Invasive Alien Species Projects in GEF 4 and GEF 5

Objective: The Invasive Alien Species Tracking Tool has been developed to help track and monitor progress in the achievement of outcome 2.3 in the GEF-5 biodiversity strategy: “improved management frameworks to prevent, control, and manage invasive alien species” and for Strategic Program 7 in the GEF-4 strategy.

Structure of Tracking Tool: The Tracking Tool addresses four main issues in one assessment form:

- 1) National Coordination Mechanism;
- 2) IAS National Strategy Development and Implementation;
- 3) Policy Framework to Support IAS Management; and
- 4) IAS Strategy Implementation: Prevention, Early Detection, Assessment and Management.

Assessment Form: The assessment is structured around six questions presented in table format which includes three columns for recording details of the assessment, all of which should be completed.

Next Steps: For each question respondents are also asked to identify any intended actions that will improve performance of the IAS management framework.

Prevention, control, and management of invasive alien species (IAS) Tracking Tool

Issue	Please select your score from drop down menu	Scoring Criteria		
National Coordination Mechanism				

1) Is there a National Coordination Mechanism to assist with the design and implementation of a national IAS strategy? (This could be a single "biosecurity" agency or an interagency committee).	3	<p>0: National Coordination Mechanism does not exist</p> <p>1: A national coordination mechanism has been established</p> <p>2: The national coordination mechanism has legal character and responsibility for development of a national strategy</p> <p>3: The national coordination mechanism oversees implementation of IAS National Strategy</p>	<p>Comment: IAS Policy recognizes the Biodiversity Secretariat as the National Focal Point for IAS Control and Management. Biodiversity Secretariat has established and facilitate the National Coordination Committee which comprise of 17 national level stakeholder agencies who meet on quarterly basis. In addition 10 national level and 10 provincial cells which are mandated for IAS control and management activities have been established within key stakeholder agencies.</p>	Next Steps: Sustain functioning of the National Coordination Mechanism for effective and efficient Implementation of IAS National Action Plan at the National, Provincial and Local levels.
	1	<p>Bonus point: Contingency plans for IAS emergencies exist and are well coordinated</p> <p>0: NO</p> <p>1: Yes</p>	<p>Establishment of the Early detection and response mechanism is one of the component of the IAS National Action Plan. One of the responsibility of IAS cells are to facilitate early detection of invasives and reporting to the national level. NISSG/ expert group is ready to verify species and impacts of new invaders and advise on next steps.</p>	
IAS National Strategy Development and Implementation				
2) Is there a National IAS strategy and is it being implemented?	2	<p>0: IAS strategy has not been developed</p> <p>1: IAS strategy is under preparation or has been prepared and is not being implemented</p> <p>2: IAS strategy exists but is only partially implemented due to lack of funding or other problems</p> <p>3: IAS strategy exists, and is being fully implemented</p>	<p>Comment: IAS Policy, Strategy and Action Plan has been adopted. Strategy and Action Plan has identified the key thrust areas which are essential for IAS management in the country. Activities to be implemented under each of these areas have been identified and with the support of the Project Biodiversity Secretariat has initiated activities to a greater extent. Stakeholder agencies have started implementation of priority activities.</p>	Next Steps: Each stakeholder to raise funds and mobilize enough resources to implement relevant IAS control and management activities. Biodiversity secretariat to facilitate implementation of IAS activities and monitor progress on regular basis.

Policy Framework to Support IAS Management				
3) <i>Has the national IAS strategy lead to the development and adoption of comprehensive framework of policies, legislation, and regulations across sectors.</i>	1	<p>0: IAS policy does not exist</p> <p>1: Policy on invasive alien species exists (Specify sectors in comment box if applicable)</p> <p>2: Principle IAS legislation is approved (Specify sectors in comment box if applicable. It may be that harmonization of relevant laws and regulations to ensure more uniform and consistent practice is most realistic result.)</p> <p>3: Subsidiary regulations are in place to implement the legislation (Specify sectors in comment box if applicable)</p> <p>4: The regulations are under implementation and enforced for some of the main priority pathways for IAS (Specify sectors in comment box if applicable)</p> <p>5: The regulations are under implementation and enforced for all of the main priority pathways for IAS (Specify sectors in comment box if applicable)</p> <p>6: Enforcement of regulations is monitored (Specify sectors in comment box if applicable)</p>	Comment: IAS Policy, Strategy and Action Plan has been adopted by the Cabinet of Sri Lanka.	Next Steps: IAS Act has been drafted and submitted to the legal draftsman department for approval.
Prevention				

4) Have priority pathways for invasions been identified and actively managed and monitored?	2	<p>0: Priority pathways for invasions have not been identified.</p> <p>1: Priority pathways for invasions have been identified using risk assessment procedures as appropriate</p> <p>2: Priority pathways for invasions are being actively managed and monitored to prevent invasions (In comment section please specify methods for prevention of entry: quarantine laws and regulation, database establishment, public education, inspection, treatment technologies (fumigation, etc) in the comment box.)</p> <p>3: System established to use monitoring results from the methods employed to manage priority pathways in the development of new and improved policies, regulations and management approaches for IAS</p>	<p>Comment: Priority Pathways are being actively managed. Agencies involved in border Control of IAS are Sri Lanka Customs, Plant Quarantine, Plant Protection Service, Animal Production and Health and Department of Fisheries.</p>	<p>Fauna Flora Protection Ordinance - Dept of Wild Life Conservation, Sri Lanka Customs- Custom Ordinance, Ministry of Fisheries and Aquatic Resources Act - Ministry, Plant Protection Act - Plant Quarantine Unit. These institutions conduct education programmes for public/business sector. Inspections are conducted to identify any suspicious species.</p>
Early Detection				
5) Are detection, delimiting and monitoring surveys conducted on a regular basis?	2	<p>0: Detection surveys[1] of aggressively invasive species (either species specific or sites) are not regularly conducted due to lack of capacity, resources, planning, etc</p> <p>1: Detection surveys (observational) are conducted on a regular basis</p> <p>2: Detection and delimiting surveys[2] (focusing on key sites: high risk entry points or high biodiversity value sites) are conducted on a regular basis</p> <p>3: Detection, delimiting and monitoring surveys[3] focusing on specific aggressively invasive plants, insects, mammals, etc are conducted on a regular basis</p>	<p>Surveys have been conducted to identify the invasive species, their spread and impacts mainly by the agencies which are mandated for biodiversity conservation (such as Wild Life Conservation and Forest Department)</p>	<p>Develop a system to conduct surveys in prioritized geographical locations on regular basis. Conduct detection surveys for fauna species in locations with high biodiversity value.</p>

	0	Bonus point: Data from surveys is collected in accordance with international standards and stored in a national database. 0: NO 1: Yes		
	0	Bonus point: Detection surveys rank IAS in terms of their potential damage and detection systems target the IAS that are potentially the most damaging to globally significant biodiversity 0: NO 1: Yes		
Assessment and Management: Best practice applied				

6) Are best management practices being applied in project target areas?	2	<p>0: Management goal and target area undefined, no acceptable threshold of population level established</p> <p>1: Management goal and target area has been defined and acceptable threshold of population level of the species established</p> <p>2: Four criteria are applied to prioritize species and infestations for control in the target areas: a) current and potential extent of the species; b) current and potential impact of the species; c) global value of the habitat the species actually or potentially infests; and d) difficulty of control and establishing replacement strategies.</p> <p>3: Eradication, containment, control and management strategies are considered, and the most appropriate management strategy is applied to achieve the management goal and the appropriate level of protection in the target areas (Please discuss briefly rationale for the management strategy employed.)</p>	<p>Comment: Priority locations to conduct IAS control projects have been identified by sectoral agencies. Field projects conducted on pilot scale to identify best practices. In each location such as inside the protected areas, criterion was used to prioritize the species. (Invasive species that are mostly spread, impacted and management methods)</p>	<p>Next Steps: Adoption/ Replication of Best Practices programme by relevant sectoral agencies to manage the IAS in Protected areas and environmentally sensitive areas. Fund raising by public - private partnerships.</p>
	1	<p>Bonus point: Monitoring system (ongoing surveys) established to determine characteristics of the IAS population, and the condition of the target area.</p> <p>0: NO 1: Yes</p>	<p>These surveys have been started by Agencies such as Wild Life Conservation, Forest Department and Irrigation Department.</p>	
	3	<p>Bonus points: Funding for sustained and ongoing management and monitoring of the target area is secured.</p> <p>0: NO 3: Yes</p>	<p>Funds are allocated by sector agencies for IAS control measures from the annual budget. Policy level discussions and awareness programmes conducted by the project has created the interest at the national and district levels.</p>	<p>Develop financial mechanisms, tools to sustain the funds. Encourage private public partnerships for funding and monitoring.</p>

	1	Bonus point: Objective measures indicate that the restoration of habitat is likely to occur in the target area. 0: NO 1: Yes	IAS best practices projects have evidences of restoration of habitat.	Adoption of best practices in other areas for ecological restoration.
	18	TOTAL SCORE		
	29	TOTAL POSSIBLE		

[1] Detection survey: survey conducted in an attempt to determine if IAS are present.

[2] Delimiting survey: survey conducted to establish the boundaries of an area considered to be infested or free from a pest.

[3] Monitoring survey: survey to verify the characteristics of a pest/IAS.

5.11 UNDP-GEF TE Report Audit Trail

The table below presents comments received in March/April 2017 from the stakeholders and responses of the Terminal Evaluation team about the report of project titled, “UNDP/GEF-PIMS 3013-STRENGTHENING CAPACITY TO CONTROL THE INTRODUCTION AND SPREAD OF ALIEN INVASIVE SPECIES IN SRI LANKA”.

The following comments were provided in separated note or track changes to the draft Terminal Evaluation report; they are referenced by Implementing partners and GEF/Regional TA (“Author” column) and comment numbers (“#” column):

Author	#/Date	Para No./ comment location	Comment/Feedback on the draft T.E report	T.E Team’s response and actions taken
PMU	April 01, 2017 #1	While the training was and also without being pre-tested adequately before their adoption and implementation (Pg.-xii).	1. After each training programme, participant’s feedback collected to make necessary adjustments for next programmes. 2. Before conducting the comprehensive training course at SLFI, Nuwara Eliya, a pre – comprehensive training was conducted in Colombo to review the modules.	Yes, we agreed with and have already stated it, but we are here referring to awareness programme and not to training programme. This was discussed with and validated by the training consultant
PMU	April 01, 2017 #2	The field pilot..... calls for proposals submitted by the stakeholders (Pg.-xii)	In 2014, proposals called by advertising in Newspapers. After MTR, proposals called only from key stakeholder agencies for IAS Pilot Projects	Noted!
PMU	#3	Impact (Pg.-xiii)	As stated in the table in page 34	Corrected!
PMU	#4	Although it was relevant to empower the PMU with additional staff, recruitment of a Project Management specialist to assist BDs in the coordination of the project, while this function was already covered by the Project technical manager. (Pg.-xiv)	This statement is questionable. TOR’s of the PMS and TC is attached. Also, PMS recruited to assist/cover Project Directorate. Both positions are in two different levels. MTR realized that additional senior management input is required for a specific period /1 and ½ years that project had very high work load this PMS position was recruited. Please make sure to clear this point in several other places of this report.	1-The PMU (Prodoc Pg.58 &60, section-4.2) is designed to have a limited number of staff coordinated by a Project Manager recruited by the Implementing Agency, to run the project on day-to-day basis and is responsible for the project implementation. The TE team thinks the recruitment of a Project management specialist was not relevant, as it duplicated the role of the project manager (Technical coordinator already on board.

				2- Assist Project Director
PMU	#5 to identify and correct weaknesses before	Please explain what are the weaknesses of the communication strategy/action plan	The communication strategy does not include a newsletter and mechanisms for updating and sharing information and data by and between stakeholders. Updated is expected to be done mainly by the cell managers who don't have all information and data scattered in other institutions. We know the system is still at its early stage and will become functioning as required
PMU	#6	<u>The TE, is therefore recommending the BDS to provide necessary staff and financial resources using the project budget saving, 6000 USD)(Pg.-xv)</u>	This was discussed with all relevant parties. It was agreed to go ahead and develop the IAS research publication since researchers have already submitted full papers and review process has been started. Otherwise it will negatively have impacted to the Project/ Ministry and UNDP. There was a preparation to print fact sheets if any Project saving comes. But it is not committed	We accepted, but most of the articles in the proceedings have already been published by the authors elsewhere. Due to lack of funds to complete the project activities before closure, we think that it would be more appropriate to make more efficient use of the funds, thus postponing the printing of the proceedings. The uncommitted funds should be used for the remaining closing activities
PMU	#7	Although they were adopted by the Project Board and the PMU and facilitated the implementation of the activities during the second half period (2015 to 2017) of the project duration, they have not been considered in the PIR of GEF done as the signed Prodoc and which structure remained same with three outcomes, as in the signed Prodoc. (Pg-8)	This statement is too long and need to re-phrase	Reedited
PMU	#8	... and NGOs formulated through the NISSG &NFP ...	Repetition	Corrected
PMU	#9	... to eradicate the IAS. (Pg-9)	Eradication is not feasible in most of the instances. Therefore, IAS control and management is the appropriate term.	But that's the long-term objective of the best practices demonstrated.

PMU	10 April 2017 #10	Political conflict has not been considered as a threat since the government has concluded a peace agreement and the government has reached consensus which helped ensuring an institutional stability. (Pg-9)	What does this mean? Point is not clear	Reedited
PMU	#11	Because of the project slow start and following recommendation of the MTR, to allow full completion of the project, UNDP and the Ministry (MMDE) agreed to increase the number of staff to 26 people. (Pg-10)	Total no of staff (including full time Ministry staff) is 13 – Project Director, Project Manager, Technical Coordinator, Project Management Specialist, Project Associate (UNDP), Project Assistants (3), Full time staff of ministry – Junior Project Manager / Kalyani and Programme Assistant /Samantha and Junior Project Manager (Administration), Two Consultants.	Yes, there are 13 positions filled by 26 staff due to their movement (resignation and recruitment of new staff for the same positions) Refer to table (annex 7.7)
PMU	#12	(Pg-10)	If we say it is 26, it gives wrong picture and some of the BDS officers helped only for one activity (such as contract with Ministry of Defense – only that period). Also in the report, it should be mentioned that only few months we worked with full staff and most of the months even after consolidation we worked with vacant positions (for example Project Manager position was vacant since Jan 2016 and new person worked only two months during 2016). The staff table given shows the period of each position.	Same as above
PMU	#13	(Pg-10)	Therefore, please record the challenge the PMU due to lack of staff / high staff turnover during the project period.	Yes, the PMU was understaffed as per the Prodoc, but in accordance with the project design. The increase of the staff to fast track the project implementation was strategic but has impacted the financial resource due to high number of people recruited or assigned.
PMU	#14	GEF RCU, as well as UNDP-GEF (HQs) as appropriate (Pg-10)	For the inception workshop, only the colleagues from country office attended and not from regional office/ GEF HQ)	Corrected
PMU	#15	Section s90-92 (Pg-11)	Repetition	Corrected
PMU	#16	Section 98-(PCR, PIR, etc.), Pg-12		Corrected
PMU	#17	<u>Section 98 (publication of the Symposium on IAS proceedings and one instead of two training workshops for Exports and Importers). (Pg-12)</u>	We discussed this matter with relevant parties. This publication can't be dropped as already full papers for publishing have been collected from researchers and already papers are being reviewed. Also, only one awareness programme was conducted for exporters and importers on 28 th March 2017 I think, in the TE report we can make the point that preparation of the exit strategy and plan, project completion report ...etc. are very important /critical and management should find funds	Already discussed above. It's a matter of making the right choice for the resource use efficiency. All these publications can be printed internally by the PMU.

			for these priority activities within in available budget. No need to specify activities Implementation of recommendation of Terminal Evaluation Report lies with the Management.	
PMU	#18	... Project Steering Committee/ Project Board ... (Pg-13, section 100)	You have used a term PSC Project Board – There is no such a team, either Project Steering Committee or Project Board)	PSC as per prodoc and Board used by the Consolidation phase team. Ref Prodoc Pg. 56
PMU	#19	Launched the elaboration of and adopted the legal Act; (Pg-13, section 111)	Not a clear statement	Corrected
PMU	#20	However, due to some administrative and operational difficulties and work load most of the parties contracted to conduct pilot projects have not completed the work until this TE. (Pg-14, section 116)	This is a general statement which is not clear. Main uncompleted activities are IAS Act, Pre-Risk Assessment, Advocacy Programmes for policy makers and parliamentarians and some pilot studies and comprehensive exist strategy. Please re-phrase	Rephrased
PMU	#21	.. than 400 key officers... (Pg-15)	Total is 3000+ as stated in page 25	400 is staff trained and 3000+ is the total number of people trained, including the staff, communities, etc.
PMU	#22	<ul style="list-style-type: none"> • <u>Act has also been finalized and is being reviewed at the Legal Draftsman's Office;</u> • <u>Progress against Outcome 2: i) establishing IAS cells at the key stakeholder agencies and in all 9 provinces; ii) stakeholder's capacity built;</u> • <u>Outcome 3: i) Risk assessment work completed and a National list proposed and finalized, ii) developed extensive baseline surveys and provincial profiles documenting the extent and spread of IAS; (Pg-15)</u> 	This part is covered above. So, can be removed	Corrected
PMU	#23	<ul style="list-style-type: none"> • outcome 1 - the Invasive Alien Species Policy, Strategy and Action Plan was finalized through a consultative process including public validation and translation. The policy was approved in the Cabinet and formally launched by the President on the World Environment Day 2016. Such a high-level visibility on the IAS 	Please shift this section to above – Project Implementing Partner. This is more relevant to Implementing Partner	Done

		<p>Policy created wide reaching awareness among the public and institutions on the topic. Another significant achievement during the year is the finalization of the IAS Act and submission to the legal draftsman office for clearance. In accordance with the policy, Biodiversity Secretariat has been designated as the National Focal Point (NFP) for IAS control and management in the country. Two full time officers and 3-part time officers were appointed by the Biodiversity Secretariat for National Focal Point;</p> <ul style="list-style-type: none"> • Outcome 2: project enhanced coordination mechanism by strengthening the representative in the National Coordination Committee (NCC) with 17 stakeholders, and National Invasive Species Specialist Group (NISSG) with 25 members. To facilitate implementation of the IAS National Action Plan in Sri Lanka, the NCC convened two formal meetings and NISSG also met twice to provide independent quality assurance and guidance to the project including technical assistance during the project consolidation, IAS risk assessment and development of the knowledge products. IAS cells were established both at the national level (8) and provincial (9), and are linked to the IAS main cell hosted by the Biodiversity Secretariat. The IAS policy, strategy and action plan will provide the guidance necessary for the effective functioning of these structures; • Outcome 3: the project focused on 		
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		delivering systemic capacity building by targeting national and provincial stakeholders, farmers, school and research institutions, and public. The project developed an ambitious IAS (Pg-16)		
PMU	#25	It should be acknowledged that most of the activities have been carried out by specialized external parties. However, due to some operational difficulties and work load these parties could not get the work completed on time. (Pg-18, section 123)	Good if you re-phrase this statement. 1. Does this mean that Project has hired qualified technical experts? 2. As explained in page 14, few activities have not been completed. Please clarify what are those	Yes (Staff and consultants), but due to difficulties some of the consultant works took more time than planned (delays).
PMU	#26	“there has only really been one year of sustained operations so far (2014) and the project is greatly behind and only having one year to run, despite the fact the project has been signed on 28 February 2011 and the Inception workshop took place on 20 December 2012”. (Pg-18, section 124)	Please include this within inverted comma as quoted from MTR	Done
PMU	#27	The project design called for collaborative agreements with international organizations and Projects (i.e. IUCN IAS SSC and the GISP and GEF IAS projects in Mauritius and Seychelles) active in the IAS field and for engagement of international consultants with experience in IAS. Per the MTR, neither of these has happened. (Pg-18, section 126: i)	Project has obtained international technical support from IUCN – CEC as recommended by MTR and qualified International consultant was recruited for comprehensive training course. Also, overseas training was provided to IAS cell managers/ Ministry staff in South Africa. Please note that we stick to the revised work plan after MTR and not to original Pro Doc	Corrected. That’s from the findings of Inception report
PMU	#28	This is serious gap in policy formation. (Pg-19, section 126: iii)	As I understood, we can’t assign responsibilities for policy statement. But the gap is not assigning the responsibility in preparation of National Action Plan.	Our comment refers to the final plan adopted. Responsibilities should be assigned for more comprehensiveness
PMU	#29	... The project was very slow at the beginning to get going. Although the project document was signed in February 2011 the inception workshop was held only in December 2012 (nearly two years later) and ... (pg-19, section 126: iv)	This statement is repeated in several places. Good if can remove from some places	Yes, corrected
PMU	#30	The evaluation team did not come	We have thought about the sustainability of Project Activities	Yes, we understood. The issue was the

		across a plan to leave for the project, but this will be taken care. It appears that exit strategy has not been prepared for the project. This leaves a question about the sustainability of the project activities after GEF funding is over. (Pg-19, section 127)	and Conducted following programmes. Maybe we were not able to emphasize this during our discussions. 1. In 2016, we conducted workshop to train stakeholders to apply for treasury funding for IAS control and Management. Officers of National Planning Department conducted sessions, I will send you exact dates of the workshop tomorrow. 2. On 5 th and 6 th Feb (two Months ago) we have conducted a two-day workshop and developed Activity Plans for IAS Control and Management for each of the stakeholder agencies. Some of them have submitted their plans and those are attached as annexes.	exit plan intended by the PMU was not designed as such. Now solved!
PMU	#31	But it is yet to know how long such arrangement will last in the absence of ongoing GEF funding after the project is over. (Pg-19, section 128)	Stakeholders such as Irrigation, Agriculture, Mahaweli Authority, Wilde Life, SLLRDC are continued with their own funding for IAS Control and Management Projects. Compared to total allocations by other stakeholders, GEF funding limited. Therefore, please re-phrase this statement.	Yes, we noted but there is no written proof. Anyway, it has been highlighted in the Final report
PMU	#32	The project output implementation achievements range from 50 to 100%. (table 4). (Pg-19, section 130)	Table refer should be changed as '6'	Corrected
PMU	#33	Overview of achievements (Pg-24)	Following section have been largely extracted from PIR 2016 and this topic is about "Overview of Achievements" of the Project and therefore it should give a summary of achievement across full project duration.	Yu are right. Updated in the Final report
PMU	#34	The Cabinet adopted IAS Policy, Strategy, and Action Plan. These documents outline the SOP and minimum standards that need to be in place for effective control of IAS. (Pg-25, section 134)	Repetition (Please see point -132)	Corrected
PMU	#35	Strengthened the existing coordination mechanism at national, provincial and local levels; (pg-25, section 136)	Please shift this point to 4.3.4	Done
PMU	#36	An Integrated Action Plan with responsibility of stakeholder agencies was developed and being implemented with the support of stakeholder agencies; (Pg-25, Section 141)	This is the plan developed and implemented for 2017. This was the outcome of the 5 th and 6 th Feb 2017 workshop.	Corrected. No contradiction from our side, we guess
PMU	#37	Training Plan developed and implemented (Pg-26)	This section must be re-organized as there are repetition and to maintain the consistency. Mr. Thilakaratne/training consultant will send more clear picture tomorrow	We work with him and the figures were updated together. You may refer to him to correct if any discrepancy.

PMU	#38	13 Total of 18 (Pg-27)	This is a general statement and some of the projects have been completed /or at least planned activities under the project funding is over. Please specify.	Typing error. corrected
PMU	#39	...but are still on-going; (Pg-27, section 154: iv)	This is a general statement and some of the projects have been completed /or at least planned activities under the project funding is over. Please specify.	Not at all. The projects have been completed according to the funding agreement, but the demonstrations are still ongoing on the field have the stakeholders have not yet concluded the practices being tested.
PMU	#40	Only nearly 503 Ha have... (Pg-32, table 9)	Please give us some time to calculate the areas covered by the project. Pro doc gives 50,000 ha is the total areas to be covered by stakeholder agencies with project learning. Isn't it? As I understood, therefore was no plan or feasibility to cover 50,000 Ha through direct project funding.	Estimated from the list of projects received. Refer to the Prodoc for the targets at the end of the project
PMU	#41	No information available (Pg-33, table 9, Outcome 2)	Project have prepared a research agenda in consultation of the NISSG members/ researchers. We will share the doc.	Noted!
PMU	#42	.. a newsletter.... (Pg-33, table 9, outcome 3)	user friendly, regular information sharing mechanism such as newsletter	Outcome of interview with communication specialist
PMU	#43	Although it was relevant to empower the PMU with additional staff, recruitment of a Project Management specialist to assist BDs in the coordination of the project, while this function was already covered by the Project technical manager. (Pg-36, section 173)	This is not the case, as explained before, this position was recruited for a specific time to help Project Directorate during 1.5 years where Project work load was very high. I think that strategy proposed by MTR was successful. Let's discuss this further if required.	We understood, but not provided in the Prodoc. Suggested following the MTR and Consolidation team
PMU	#44	Soft commitment is being made for the payments of workshop proceeding on IAS for the total amount of 4,000\$. Due the necessary completion of remaining activities and closing successfully the project, it is suggested that this amount be used to support the cost of key staff and remaining activities. (Pg-40, table 11, 2.1)	This was discussed with the relevant parties. This was explained before in page 12	Here, we are just recalling it as an activity to be completed
UNDP	#45	The field pilot activities conducted to demonstrate "best practices" on IAS control were selected through calls for proposals submitted by the stakeholders. It was expected that all these pilot project activities provide practical toolkits on "best practices" to the stakeholders, but the short-term period allocated for their implementation could	Needs rephrasing of the sentence. Besides not achieving concrete results what are some of the good practices that the project has enabled and some preliminary results and lessons learned.	Reviewed

		not demonstrate their feasibility and reach conclusive results. A longer timeframe and more efficient planning with support from qualified and specific research institutions on tightly defined problems, rather than relying on the selection of the successful proposals of the stakeholders, could have helped reaching the targets. (Pg.-xii, section 15)		
UNDP	#46	At the MTR in April 2015 there has really been one year of sustained operations so far (2014), putting the project progress towards the completion and outcomes behind the schedule and at risk to deliver as expected. (Pg.-xiii, section 19)	Please rephrase this sentence.	Reviewed
UNDP	#47	However, they are still weak and not full-fledged. (Pg.-xiv, section 21)	What does this mean? In terms of what – implementation arrangement and action plans?	We are referring to the responsibilities and improvement to be made. Reviewed in the final report
UNDP	#48	<u>It is recommended that selected staff from sectoral key Training Institutes (Forestry, Agriculture, Fisheries, Wildlife, etc.) for short-term training (2-3 months) on IAs best practices in qualified biodiversity institutes and universities or research centers in neighboring countries in order they could serve as key trainers.</u> (Pg.-xiv, section 23)	How practical is this recommendation since the project will not be able to take this up? This should have been done during the project period so that it is well integrated and institutionalized.	This recommendation aims to ensure consolidation and pursuing activities initiated beyond the project timeframe, by BDS, Ministries and the stakeholders
UNDP	#49	<u>The PSC Board</u> meeting on February 2017, drew the attention of the project team on the delay in completing some activities and the unsustainability and limited impacts of some results, as highlighted in table 11 below. At the end of the project, it is a big challenge for the PMU to undertake these activities and deliver the expected outcomes targeted by the project implementation. (Pg.-xv, section 28)	Please re-phrase this sentence.	Reviewed
UNDP	#50	All the weaknesses identified above are serious challenges for IAS sustainable management, as they endower an	Please re-phrase the sentences and make it clear for reader to understand.	Reviewed

		uncertainty an effective implementation of the policy and comprehensive law enforcement, if they are not adequately addressed and clearly stated in the policy document and supporting strategic framework. The evaluation team exhort BDS to <u>undertake a peer review of the policy, institutional mechanisms and strategic action plan frameworks before it enters in practice and the MMDE to speed up the adoption of the legal Act. For the completion of reimagining activities and designing the exit plan, including the road map, the T.E team recommends activities in table 9 below. MMDE/BDS (Pg.-xv, section 29)</u>		
UNDP	#51	Project Design section	Discussion about the following is missing. - Lessons from other relevant projects incorporated into project design	The project design referred to outcomes of UNDAF, UNDP Strategic Plan for Environment and Sustainable Development (primary outcome), UNDP strategic Plan (Secondary outcome, CP outcomes and CPAP outcomes. However, all these were not addressed during the implementation of IAS, although its results contributed to the expected effects of these programmes and projects. In such case, it was not possible to the TE team to make a clear linkage to them.
UNDP	#52	Project Design section	- Planned stakeholder participation	Discussed in the Final Report Section 4.2.6, Final report
UNDP	#53	Project Design section	- Replication approach	Ref section 4.4.6. Final report
UNDP	#54	Project Design section	- UNDP comparative advantages	Ref. 3.1.6, Final report
UNDP	#55	Project Implementation section	Discussion about the following is missing: Partnership Arrangements - Were the partnership arrangements properly identified and roles and responsibilities negotiated prior to project approval?	Ref.4.2.6, Final report
UNDP	#56	Project Implementation section	Project Finance - There is analysis about the GEF grant but not about co-financing. The TE guidance document (p. 17) provides	As said the TE normally focused on GEF grant. But Information on co-financing (co-financing breakdown) is

			<p>guidance on assessing co-financing</p> <p>- The TE should include a table that shows planned and actual co-financing commitments. I don't see that table in the report (did I miss it?)</p>	provided in page 8 and 17 of this TE report.
UNDP	#57	Project Results	<p>- I saw the table that summarizes the ratings, however, I did not see any text/discussion on: relevance, effectiveness and efficiency, country ownership, mainstreaming of other UNDP priorities, sustainability, impact. There should be text in the Project Results section to support each of these ratings.</p>	Addressed in the Final report
UNDP	#58	Annex	<p>The following are missing from the Annexes</p> <p>- List of persons interviewed</p>	The person met are the same interviewed (ref. Annex 7.6)
UNDP	#59		<p>- Questionnaire used and summary of results</p>	Questionnaire is provided in section 7.2. We did not think relevant to include responses of all person and institutions interviewed
UNDP	#60		<p>- Summary of field visits</p>	Same as above
UNDP	#61		<p>- Evaluation Consultant Agreement Form</p>	Included in the Final report
UNDP	#62		<p>- Audit Trail (The Audit Trail template is attached. This should capture comments made by all parties that reviewed the draft report and the consultant's responses to those comments. In the 'Author' column do not put the person's name but rather the organization.)</p>	Done, as usual at the end of the Final report
UNDP	#63		Annex G: Evaluation Report Clearance Form	Inserted in the Final report
UNDP	#64		Corrections of the typing errors and misspellings and grammar	Corrected
UNDP	11 May 2017 #65	General on the Table of content	<p>The consultants have deviated the structure of the report from the standard TE template (1st attachment). This is a TE and UNDP as the IA for GEF has to be very careful with the quality of the TE report. We need to submit the final report to GEF SEC and IEO, and in its current form, I we can't do that. The consultants must have addressed lot of our previous comments but the report structure has to be in accordance with the template provided in the ToRs</p> <p>Please have a look at a TE report completed for Indonesia (3rd attachment). The report is exactly done as per the ToRs and the TE template provided. Therefore please ask the consultants</p>	<p>Sorry for not respecting the report outline, due to the fact we thought it was juts indicative and not mandatory. Although the report was presented in different outline, it complies with the TORs requirements as it provides all necessary information of TE.</p> <p>Reviewed as recommended</p> <p>Report edited</p>

			to follow the structure properly and make changes for the last. Then only, the report could be cleared after it is properly structured and a thorough editing done. Therefore, could you please re-organize the report as per the standard structure and make sure the report is properly edited	
UNDP	#66	Annex	Stakeholders interviewed summary	Done (Annex 5.6)
MDME	17 May 2017 #67	Page no (viii) under results sections no 14	Panicum maxima should be corrected as Panicum maximum	Corrected
	#68	Page 53, table 9 Activities recommended for the Project Completion -Project technical coordinator and BDS staff to prepare the exit plan <u>in consultation with the project PSC/Board, NCC and NISSG</u>	(not to submit the exit plan again for approval from Project board/NISSG. We have already invited Project Board members - including Additional Secretary, Assistant Country Director UNDP, NCC members, NISSG members for the presentation of the exit plan that has been scheduled to be held on 29 th May. Therefore, comments from above members will be received at the meeting itself. Once the comments are incorporated it could be taken as the Final Exist Plan)	Noted and thanks for the information. However, the remark remain valid as at the time we submitted the report this was not brought to us. Amended in the report.
	#69	Annex	Evaluation Consultant Agreement Form	Included (Annex 5.18)

5.12 Evaluation Consultant Agreement Form

The project was successful in strengthening the enabling conditions required to control the introduction and spread of alien invasive species in Sri Lanka. The multi-focal area project was focused on policy, legal and institutional capacity strengthening and best practice demonstration.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultants:

- **Dr Syaka Sadio, International Consultant/Team Leader**
- **Mr. H. Bandaratillake, National consultant**

We confirm that we have received and understood and abided by the United Nations Code of Conduct for Evaluation.

Signed in Montreal on April 2017

Signatures:

Dr Syaka Sadio, Team Leader

International Terminal Evaluator

5.13 Evaluation Report Clearance Form

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ Date: _____

UNDP GEF RTA

Name: _____

Signature: _____ Date: _____